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Community and Family Sentinel

April 1985

U.S. Army Community and Family Support Center

Volume XII, No. 2

USACFSC supports soldiers and families

ALEXANDRIA, Va.—The U.S. Army Community and Family Support Center is a field operating agency of the Office of the Deputy Chief of Staff for Personnel. Its mission is to plan and operate the systems and programs that will meet the needs of the Army family and community.

USACFSC manages both appropriated and non-appropriated resources to support its programs. It allows Commanders, Directors of Personnel and Community Activities, morale, welfare and recreation managers, club managers, ACS staff and all those who work to improve the soldier and family community to interface with the man-

agers of community and family support programs.

To accomplish its mission the USACFSC will be assisting you with these and other areas:

- Family and community activities.
- Morale, welfare and recreation programs.
- Non-appropriated funds financial management.
- Army representative for the Department of Defense Morale, Welfare and Recreation Coordinating Committee.
- Army recreation machine program.
- Leisure sales and services activities (i.e., revenue producing community activities, arts, crafts, youth activities, recreation centers, music and theater, sports/outdoor recreation, and Army library activities).
- Lodging and hospitality operations (i.e., Hotel/motel operations, Hale Koa Hotel).

• Community and family support (i.e., Army Community Service program, Child Development Services, Dependent Education and Youth Activities).

• Installation support (Retired and Veterans Affairs, Armed Forces Professional Entertainment, Personal Affairs, RAPIDS, DEERS, Voting, Gifts and Donations and U.S. Soldiers' and Airmen's Home).

• Interservice Sports Committee Secretariat.

- NAF personnel management.
- NAF construction program.
- Coordination of certain Appropriated Fund programs.

• Coordination of certain Military Construction Army (MCA) plans.

USACFSC centers on support—a support center working to improve soldiers' and families' lives through a better military community.

MWR managers managed well in FY84

ALEXANDRIA, Va.—The results are in! The Fiscal Year 1984 Army Morale, Welfare and Recreation Financial and Personnel Management Report has been published and forwarded to the Office of the Secretary of Defense.

"Commanders, directors of personnel and community activities and their morale, welfare and recreation staffs are to be commended for their efforts to maintain operational self-sufficiency," Brig. Gen. Edmond Solymosy, Deputy Commander U.S. Army Community and Family Support Center, said in a recent interview at his Alexandria, Va. USACFSC office.

Across the Army, MWR non-ap-

propriated fund businesses generated \$898 million in revenue to cover operations and capital improvements. Appropriated fund support amounted to \$463 million, including \$59 million in military construction Army (MCA).

Because of these efforts, the Morale, Welfare and Recreation Review Committee has been able to program \$78.5 million for FY 85 NAF major construction and \$127.1 million for FY 86.

More business-oriented management and the proper use of appropriated funds authorized for MWR are credited for the successful FY84 results.

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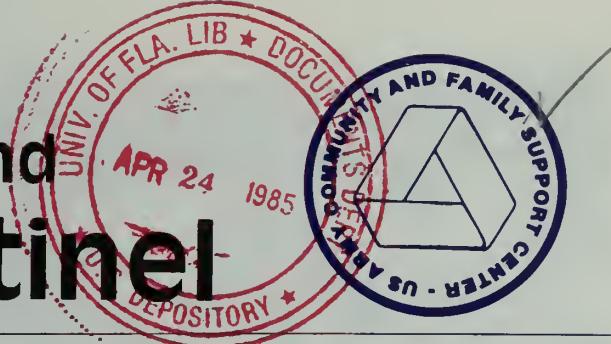
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Family counts in 'Year of Leadership'

In 1984, soldiers and their families were frequently reminded of the "partnership that exists between the Army and Army families." In 1984, Army leaders worked with Army family members to turn the philosophy of the Chief of Staff's 1983 Family White Paper into action as 65 family issues were programmed into the Army Family Action Plan.

In 1984, the Army began "putting its money where its mouth is" as it budgeted for Fiscal Years 1986-1990 millions of dollars for family concerns that had received little funding for FY85. In 1984, the Army celebrated the Year of the Army Family. But, it's 1985. What happens now?

Lt. Gen. Robert M. Elton, Deputy Chief of Staff for Personnel, addresses family issues and programs—including the role of the U.S. Army Community and Family Support Center—in the following article.

by Cheryl Windom

It's 1985: The Year of Leadership. What does this mean for those who work to improve the soldier and family community? "The Year of Leadership gives all of us in the family and personnel business an opportunity to develop needed programs and to lead the way in getting them into action in the community," Lt. Gen. Robert M. Elton, Deputy Chief of Staff for Personnel, explained in a recent Pentagon interview.

"There is a great need to emphasize the family area in the Year of Leadership," Elton said. "Programs at installations echo the needs of people there and must be championed through the budget program," Elton continued.

The U.S. Army Community and Family Center will strongly affect family programs in 1985 and beyond. "In the Year of Leadership, and from now on, the Center is an institution with a very specific purpose—to sit at the top of the family programs in DA and to make sure that all voices are heard and all concerns attended to," Elton explained.

"It's clear that they will have to fight for resources, just like all other program directors. It's also clear that they have the strong support of the Secretary of the Army and the Chief of Staff and a great deal of support from Congress and the Secretary of Defense," he added.

"The Center must carry the

guidon for all the major commands and the posts that cry out for resources and for guidance to make things standard and uniform so that you can go from one post to another and find some kind of caring and concerned service," Elton said. For example, "the ACS at Post X should offer the same services as at Post Y," he added.

Another major contribution of USACFSC is that it "can establish a meaningful dialogue between Appropriated Fund and Non-appropriated Fund programs," Elton explained. "We must not lose a nickel because we don't coordinate the two. And that is the beauty of the Center," he added. "The potential of the Center is to keep the (economic) fabric woven together. The Center can take the guidon of family programs and make them happen," Elton concluded.

"Commanders know the Center is here. They have not as yet had much interaction with it. It's going to take a year for commanders in the field to interact with it. I tell them to push things to the Center to accomplish," Elton explained.

Plan energizes commanders

The great energizer for family programs—the Army Family Action Plan—will "energize Army leadership to provide resources for family initiatives," Elton said. The primary bulk of dollars called for in Army Family Action Plan I are in

the Fiscal Year 1986 budget.

What is important to remember is that the Army Family Action Plan is on-going. There will be a "new Army Family Action Plan each year," Elton said. "If you (the interviewer) were to come back in 1994, you would find Army Family Action Plan Number 10," he explained.

As Army Family Action Plan II "goes to press," new issues are being addressed. First term family initiatives including paternity leave (10 days) and funded family travel to the soldier's first duty station are being sought.

See ELTON page 3

A living document Army Family Action Plan

Family Action Plan score as of February 1985:

- 21 of the 67 issues completed.
- 17 projected for completion during 1985.
- 29 incorporated into Army Family Action Plan II.

Examples of completed issues:

- Spouses signing for quarters.
- Family quarters design.
- Student travel
- Family Fitness Program
- Training for chain of command
- Volunteer experience
- Sponsorship program revised
- Career Intern Program

Elton pointed out the relationship of the Army Family Action Plan and family programs to combat readiness. Readiness is enhanced if family programs are working well.

"The dollars are there . . . all we have to do is keep our word, so to speak, and make sure that those dollars are not eroded from the project."

In Europe, the U.S. Army has units deployed along the border while their families are living in Europe. In a wartime situation, "Our people are going to be thinking about their families. Are they in danger? Are they being taken care of?" Elton explained.

And the importance of family to soldiers is not just limited to wartime. In training situations, "a young soldier leaves his fort and goes off to the training area and leaves his family. It will ease the stress of the combat soldier and the soldier who's doing something away from his family when he knows that there is a structure that takes care of every possible situation," Elton said.

Knowing that his family is taken care of, "the soldier can focus on the mission," Elton explained. The soldier "is able to focus directly on the very strenuous requirements he's supposed to meet," Elton added.

"Young soldiers and careerists as well have a lot of questions about how permanent some of our family care is," Elton said. "We can not let up. We have to keep going."

Family Liaison Office

One means the DCSPER has to ensure that family programs don't let up and keep going is the Family Liaison Office. The Family Liaison Office "takes the temperature" of soldiers and family members' attitudes toward Army programs.

Shauna Whitworth is the Family



Lt. Gen. Robert M. Elton (U.S. Army photo)

Liaison Officer. She "talks directly to me and to the Army staff, family members, other services, OSD, civilian agencies like the National Military Family Association and to Congress," Elton explained. "The FLO can speak and represent Army family programs to all people," he added. She is not an action officer but can report back to the DCSPER "not specific problems that belong to specific commands but trends," Elton said. She "can speak and represent Army family programs to all people," Elton added. FLO is the "communicator, energizer and idea person," he concluded.

One subject the FLO reports back to Elton about is the welfare and well being of the young soldier. "Young marrieds' requirements must be met," Elton explained. So must the needs of the single younger enlisted soldier.

Elton points out that the goal of the housing program for single soldiers is to have "barracks constructed by 1990 that will take all soldiers out of old wooden barracks once and for all."

"The dollars are there and the program is there by installation as to when construction will start. All we have to do is keep our word, so to speak, and make sure that those dollars are not eroded from the project," he added.

One measure to help young married soldiers is the establishment of trailer parks on installations. Elton voiced concern that the trailer parks must be well organized and well secured to avoid establishing an instant ghetto.

Not only must the housing needs of the young soldier—married and single—be met, but the soldiers' total environment, including working conditions, must be improved.

"We can't be satisfied with just the barracks (improvements), because the soldier works most of the day," Elton said. Thus, working areas like motor pools, rifle ranges and other facilities must be upgraded.

Also, Elton explained, off-duty facilities like club systems and auto and craft shops must reflect the interests of today's soldiers."

James A. Carroll, Jr. award winners named

WASHINGTON—In 1976, the James A. Carroll, Jr. Award for Excellence in Army Club Management was established in honor of the late James A. Carroll, Jr., who epitomized the goals and professionalism of the Army Club System. Since 1976, 42 club managers have received the award.

The 1984 winners are as follows: **Major William J. Hafner**, ICM, Fulda Area Club System; **Mr. Stephen L. Parker**, ICM, Picatinny Arsenal Club System; **Mr. William J. Franssen**, ICM, Fort Eustis Club System; **CW3 Richard Gorman**, BR MGR, Heidelberg Area Club System; **SGM James E. Snodgrass**, BR MGR, 2D Infantry Division Club System; **Mr. Harold L. Bennett**, BR MGR, White Sands Missile Range Club System; **Major Edward A. Urben**, Annex Manager, MDW Club System; **CW2 John F. Mann, Jr.**, Annex Manager, Fort Dix Club System; **Mr. Eugene R. Haddox**, Comm Club Mgr, Norddeutschland Area Club System.

Although the following nominees

were not final award winners, their accomplishments and contributions to the Army Club System deserve recognition:

Mr. Thomas L. Hammond, ICM, Bayonne—MTMC; **LTC Darrell T. Henderson**, ICM, Heidelberg—USAREUR; **MAJ Jerry D. Jackson**, ICM, Ft Benning—TRADOC; **SSG Raymond J. Barry**, BR MGR, Red River OFF Br—AMC; **CW2(P) Robert V. Tarr**, BR MGR, Ft Drum OFF Br—FORSCOM; **Mr. Manuel J. Baciao**, BR MGR, Ft Belvoir OFF Br—TRADOC; **Mr. Robert D. Fay**, BR MGR, Ft Dix NCO/ENL—TRADOC; **SGM Jimmie L. Jenkins**, BR MGR, Ft Shafter

NCO—WESTCOM; **Mr. Jessie B. Mangrum**, BR MGR, Ft Mason OFF Br—Oakland—MTMC; **CW2 Ronald D. Sims**, BR MGR, Ft Lee OFF Br—TRADOC; **MSG Daniel L. Straty**, BR MGR, Ft Ben Harrison OFF Br—TRADOC; **CW2 Anthony N. Zammarelli**, BR MGR, Ft Jackson OFF Br—TRADOC; **SFC Kevin P. Savoy**, BR MGR, Mannheim OFF Br—USAREUR; **MSG Patrick R. Brisbin**, Annex Manager, Ft Jackson OFF Br—TRADOC; **SFC James O. Vanover**, Annex Manager, Ft. Knox NCO—TRADOC; **Mr. Joseph Viernes**, Annex Manager, Ft. Shafter—WESTCOM.

Committee 'personalizes' housing

FORT LEAVENWORTH, Ks.—The Directorate of Engineering and Housing has figured out a unique way to forestall complaints from post residents about how post quarters are set up and decorated. They're asking them what they want.

They do this through a committee set up in conjunction with the post Army Community Service office. The committee meets monthly to discuss on-going projects in post quarters.

"We want family members to have a chance to make decisions on work in their homes," said **Lt. Col. Bob Lowry**, Director of Engineering and Housing, who co-chairs the committee.

"The committee reviews the plans in conjunction with our designers and makes recommendations for the selection of colors, patterns, fixtures, and so on. This is the best way to get a broad perspective of aesthetic tastes, rather than making one-sided decisions without talking to the families who are living in the quarters," said Lowry.

Sallie Bohlen is the chairwoman for the ACS volunteers on the committee.

"We have a representative from every housing area on post. They attend the monthly meetings, and form subcommittees to study specific issues," Bohlen said.

"The recommendation is exactly the type of input we need. The only way to give people what they want is to find out what they want. We feel that this committee gives us a representative sample of the post population and therefore a good idea of what kind of work will best improve

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Sentinel to provide contemporary information, managerial techniques

by Edmond S. Solymosy

ALEXANDRIA, Va.—The purpose of the Community and Family Sentinel is to provide you with contemporary information about ongoing programs and initiatives and to blend that information with items of lasting interest. This idea exchange will assist us in managing community and family support programs.

We highlight the numerous initiatives of commands, posts, camps and stations that are stimulated by an entrepreneur-type of management that begin perhaps with limited resources and later, through prudent leadership and management, bring to fruition the types of programs highlighted throughout this publication.

Our contributors are you—the commanders, deputy commanders, directors of personnel and community activities and all

those who work in community and family programs.

The U.S. Army Community and Family Support Center contributes information, too, that will be ever more timely as we become more experienced in supporting you.

We want to meet the challenge to find solutions; invoke an innovative spirit that we share through a sense of collaboration to serve "the greater good;" and provide incentives for action through implementing suggestions that can be turned into programs through our support of one another because—We Are the Army Family.

(*Brig. Gen. Edmond S. Solymosy is the Deputy Commander of the U.S. Army Community and Family Support Center. In November 1984, he came to the Center from the Office of the Deputy Chief of Staff for Personnel, where he was the Chief, Community and Family Policy Division, Human Resources Development Directorate. While in that position, he worked to develop and begin implementing the 1984 Army Family Action Plan.*)

Fort Leonard Wood opens job info center

FORT LEONARD WOOD, Mo.—Separating or retiring from the Army? Relocating? Do you, your spouse or a friend need assistance locating a job here or at a future location?

If you fall in any of these categories, the staff of the Job Information Center may be of assistance in helping to ease the anxieties associated with these and other employment problems.

According to Lee Waits, manager of the Job Information Center here, the center opened in September to provide employment assistance to the military and civilian community.

In addition to providing placement assistance, information and counseling, the job center will schedule pre-retirement briefings and, according to Waits, can offer pre-separation briefings upon request.

To aid its clients in finding employment, the staff at the center keep an up-to-date list of companies holding contracts on post. The staff also provides information on what skills are required for the position and will counsel applicants on job hunting procedures. The center re-



Susan Plowman, an ACS volunteer at Fort Leonard Wood, gives information to Terry Berry at the Job Information Center. In the background, Margaret Aranjo of NAF shows a soldier the job information board. (U.S. Army photo)

lies on a computerized system to keep information as current.

In addition to offering information on jobs available in and around the Fort Leonard Wood Community, the center provides information on a national and international scale.

The Job Information Center is supported by Army Community Service volunteers, the civilian personnel office and non-appropriated funds. The staff also works closely with the Missouri Employment Security Division to offer clients a fuller range of employment oppor-

tunities.

The Job Information Center is open from 9 to 11:30 a.m. and from 12:30 to 3:30 p.m. Mondays through Fridays. Persons unable to visit the center may wish to call its 24 hour telephone service. The service lists job opportunities on post and the surrounding areas. The number to dial is 368-JOBS.

For additional information on these and other free services provided by the Job Information Center, call Lee Waits at 368-7196.

(Adapted from Fort Leonard Wood Guidon article.)

TRADOC publishes Army Family Action Plan 85

FORT MONROE, Va.—The United States Army Training and Doctrine Command has published the TRADOC Army Family Action Plan 85—TRADOC and You (TRADOC PAM 28-2). "The Army Family receives its most lasting impression of the Army while assigned to TRADOC installations and activities," Gen. William R. Richardson, Commanding General,

TRADOC, states in the pamphlet. "Excellence for the Army family starts at TRADOC," Richardson adds.

For the **Family of Components**, the TRADOC Army Family Action Plan 85 aims to strengthen reserve components ties; implement a total fitness program; expand the use of installation facilities to active Army, civilians and reserve components

members; bring the Army to the civilian community; and improve medical and dental support for the Army family.

For the **Family of Units**, TAFAP 85 plans to expand outreach efforts to junior enlisted members; implement a unit sponsorship program; maintain a quality training environment; expand family member recognition and support for graduations; and welcome officers to OBC and enlisted soldiers in the delayed entry program.

For the **Family of People**, TAFAP 85 plans to expand programs to include the single soldier; develop a one-stop employment information center; expand sponsorship program for soldiers, family members and civilians; increase unit participation at ceremonies for departing soldier—including presenting the **Army Lapel Button**; and emphasize prevention programs.

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the quality of life in government quarters," explained Lowry.

Bohlen is pleased with the progress the committee has made to date.

"Since family housing is such an emotional issue, small lapses in

communication can result in big problems. This committee is a real asset in helping the post engineers provide quality service, and has enabled us as family members to have some direct influence in these projects."

(Adapted from Fort Leavenworth Lamp article.)

FY 86 good for Army family programs; Army Family Action Plan funded

WASHINGTON—The Army is focusing its dollars on supporting the Army Family Action Plan in the Fiscal Year 1986 budget. Programs providing resources to support new family programs and to enhance existing ones have been developed.

Several family program initiatives that were not programmed for in the FY 84 or FY 85 budget will receive millions of dollars in FY 86. Thanks to this support, such programs as financial planning assistance, quarters-based child care, student travel, family member employment, safety training programs, family research and the overseas school lunch program—all programs that received no funding in FY 84—will receive millions of dollars in FY 86.

Many of these dollars will increase base operations (BASEOPS) funds, primarily in the "S" Account—Community and Family Support—and the "G" Account—Personnel Support—while construction projects will be reflected in military construction Army (MCA) guidance.

Because of these budget initiatives, coordinators for family serv-

ices, family member employment, financial planning and assistance and quarters-based family child care can be hired. Before the budget initiatives become people performing the critically needed services, however, the dollars must be directed to the intended programs.

Major commands will target these funds on selected installations. Commanders must ensure that the dollars are devoted to the intended programs.

The FY 86 budget was developed and approved by Army leaders based on family program needs and lack of adequate support. Continued future support, then, depends on community and family program providers successfully managing their programs in FY 86. And that can begin as early as Oct. 1, 1985, when FY 86 Budget Family Program money can be spent.

There are resources available to help. An Army Community Services PDIP (Program Decision Implementation Package) Implementation Guide is being published and distributed through major commands.

The Army Family Program

	\$ Millions		
	FY84	FY85	FY86
Family Housing Const & Ops	1235.9	1335.8	1612.0
All Others:			
Child Care Center Construction	16.8	9.9	41.2
Community Support Services	14.6	15.3	24.3
Dependent Youth Activities	11.8	12.4	15.6
Child Development	12.4	13.1	27.7
Exceptional Family Member Program	4.7	9.3	15.2
Emergency Leave	8.9	9.3	9.7
Financial Planning Assistance	0.0	0.0	3.4
Quarters Based Child Care	0.0	0.0	6.2
Student Travel	0.0	2.0*	1.7
Family Member Employment	0.0	0.0	0.7
Safety Training Programs	0.0	0.0	0.5
Family Research	0.0	0.0	6.8
Overseas School Lunch Program	0.0	0.0	6.0
New Family Program Initiatives (i.e., Increase HHG, PCS Initiatives)	0.0	0.0	162.4
Total Army Family Program	1305.1	1407.1	1933.4

*\$1.9M funded by MACOMS



Mrs. Francis Lally

USACFSC gains Red Cross volunteer

ALEXANDRIA, Va.—Mrs. Francis Lally, former American Red Cross Eastern Region District Volunteer Chairperson, has officially been designated as a Red Cross volunteer detailed to the U.S. Army Community and Family Support Center. Lally will work on special projects that support volunteerism and help promote the effective use of existing resources to improve family support services at military installations.

Specific projects Lally will work on include the following:

- Promoting the installation volunteer coordinator concept and organizing existing field materials on the position into an IVC "starter kit" to help installations recruit and retain a well placed cadre of volunteer support.

- Researching and evaluating volunteer management and training materials.

- Assisting to identify how organizations like the Red Cross, USO, and Armed Forces YMCA can best work together with USACFSC to meet the needs of soldiers and their families.

The extensive volunteer background that Lally brings with her to USACFSC will be an asset to both the Center and the Army Community Service Division with which she will be working closely.

Multi-functional center proposed

ALEXANDRIA, Va.—If there were an ideal transient billeting facility for soldiers and their families to stay at while they were involved with the permanent change of station process, what would it be like? What would it contain?

The U.S. Army Community and Family Support Center is considering what a multifunctional community center that could meet the needs of military transient members and their families—as well as serve the military community that houses the Center—should include.

First, the community center would provide orientation, social and recreational facilities and services, as well as lodging and conference facilities.

Not only could arriving and departing military families use the

Center as an orientation, lodging and hospitality contact point, but residents of the military community the Center is part of could use it for social and recreational activities.

The Center could also serve as a conference facility for military meetings, seminars and social events.

One of the most important parts of the Center would be its guest rooms. The number and type of guest rooms would depend, of course, on the anticipated need for guest rooms and the characteristics of the intended users. For the PCS families, however, some of the guest rooms would have to have kitchenettes—one of the greatest needs of PCS families staying in transient billets.

As a multifunctional community

center, the proposed Center should offer several types of facilities and services: food and beverage, recreational, meeting and conference and other support services.

Food and beverage facilities and services should include good—not necessarily fine—dining in a dining room, coffee shop and snack bar in the recreation area. The food and beverage facilities would focus on providing quality and reasonably priced dining for the guests of the Center and the residents of the military community.

A broad range of indoor-oriented facilities would be part of the Center—facilities for the use of Center guests and the military community members.

Reflecting the Army's interest in physical fitness for all members of the Army family, these could include an indoor swimming pool, Jacuzzi and deck area; a health complex for men and women (weight room, sauna, exercise and dance room); men's and women's locker/changing room; racket center (indoor and outdoor tennis courts and indoor squash and racquetball courts) and pro shop; children's play area and other facilities.

The meeting and conference facilities and services would accommodate multiple meetings at one time and could be the main meeting facility in the military community. The meeting facilities could include a ballroom divisible into meeting rooms, individual meeting rooms, conference rooms and a "board" room.

USACFSC is considering what will best meet the needs of Army families in one of their most difficult times—the PCS move. If a facility could be designed that would help PCS families while also serving the military community, that would provide good services and accommodations while not costing the soldier and his family so much money that it would not be affordable, and that would be economically self-sufficient, then the future of Army families will be brighter where it counts.

RIMP celebrates tenth anniversary

by Terry Mullen

ALEXANDRIA, Va.—The Risk Management Program (RIMP) celebrated its tenth anniversary Jan. 1, 1985. For the past decade, RIMP has provided a centralized property and casualty insurance program for nonappropriated fund activities.

Before RIMP was established in 1975, NAF activities had to purchase their own commercial insurance policies to cover buildings and contents, vehicles, fidelity bonding and workers' compensation. Coverage was sometimes inadequate or nonexistent. Now, under the centralized program, RIMP provides NAFIs with the necessary insurance coverage for property, tort and workers' compensation.

Over the past ten years, the insurance program has grown. RIMP now insures NAF buildings, contents, vehicles and aircraft valued at \$450 million, a 250 percent increase over assets reported in 1976. Insurance coverages have been expanded to meet the changing needs of NAF activities. In 1978, RIMP added ocean cargo coverage to the program; today over \$60 million in shipments are insured annually. Coverage for business interruption and computer hardware and soft-

ware is also available.

In accordance with the Federal Longshore and Harbor Workers' Compensation Act, RIMP administers the workers' compensation program for all NAF employees injured on the job. In 1979, RIMP began to self-insure workers' compensation. Reserves for future claim payments are invested in the Central Banking/Investment Program. The interest earned on reserves has ultimately reduced the cost of workers' compensation insurance for NAFIs. Despite the rising cost of health care and inflation of benefits, RIMP has been able to reduce premium rates charged to NAFIs by 40 percent over the past five years.

Since RIMP was established, \$6.5 million in property and liability losses have been reimbursed. Benefits paid under workers' compensation total \$11.3 million. By centralizing the insurance program and "spreading the risk" among all NAF activities, RIMP has been able to provide NAFIs broad insurance protection at low premium rates. In fact, rates in most categories are actually lower today than ten years ago. (Terry Mullen is a senior insurance examiner in USACFSC, Resource Management Directorate, Risk Management Insurance Division.)



Fort Sill officials admire a trophy presented Jan. 10 by Gen. William R. Richardson, left, in recognition of the installation's Morale, Welfare and Recreation program. Holding the award are, from left, Don King, morale

support officer; Melvin Mitchell, installation club manager; and Fort Sill Commander Maj. Gen. John S. Crosby.

(Lawton Morning Press-Constitution photo by Paul Pearce)

Fort Sill MWR awarded for excellence

by Stephen Robertson

FORT SILL, Okla.—Fort Sill's efforts to provide leisure activities have won the Army Training and Doctrine Command's Morale, Welfare and Recreation Excellence Award among the command's large installations.

The award was presented Jan. 10 by **Gen. William R. Richardson**, commander of TRADOC, to **Maj. Gen. John S. Crosby**, Fort Sill commander.

In addition to the overall award, three of Fort Sill's programs and a manager were singled out for individual awards.

The MWR project is a network of programs designed to provide leisure activities for soldiers, retirees and dependents. The post also has limited participation for its civilian employees.

Don King, morale support officer at the post, said the program now

has about 500 civilian employees and a high level of participation.

The program includes arts and crafts, music and theater, the library, sports, outdoor recreation, youth programs and the club system to offer a wide variety of activities on post.

"I would compare us to any major city in the U.S.," King said.

The program operates the Cabaret Supper Theater, recreation centers, arts and crafts classes (including an auto shop), golf courses, tennis courts, swimming pools and beaches, clubs for officers and enlisted personnel, and even a resort, the Lake Elmer Thomas Recreation Area.

It also includes the Information, Tour and Travel office, which provides planning for vacations. Personnel can rent camper trailers for vacations, and the office organizes out-of-town trips for concerts, professional football games and other events.

Many of the services are self-supporting. This year the program, through fees and charges, has a budget of \$15 million, King said. Last year the program generated a net income of just under \$2 million, the largest in the command, which King said is used to upgrade facilities and programs.

The entire program is designed to support the Army's goals of readiness and retention: to make sure soldiers are physically fit for their duties and to enhance Army life for the personnel.

Innovation is nothing new to Fort Sill. It was the first installation in the Army to have a dinner theater, and there are now plans for a pilot project to expand the officers and enlisted clubs.

The concept is called the Family Health Center, under which the clubs would be expanded.

(Article courtesy of The Lawton Morning Press-Constitution)

Slot machines: Controlled program benefits communities and families

by Terry Ambrose

ALEXANDRIA, Va.—From April 1981 through September 1982 the Army and Air Force participated in a joint program to reintroduce slot machines on a limited basis in Germany. The Army and Air Force needed to determine whether internal controls could be adequate to justify the reinstatement.

A stringent system of internal controls was developed and coordinated with state gaming officials, industry executives, the U.S. Army Audit Agency and the U.S. Army Criminal Investigation Command. During the test phase, community life leaders and organizations participated in studies to determine how the presence of slot machines affected the community.

The program was so successful that in October 1982 the Secretary of the Army approved the establishment in the Army Recreation Machine Program. The Army began installing and operating machines in clubs and Armed Forces Recreation Centers in Europe, Korea, Japan and Panama in October 1983.

The ARMP purchased Bally solid state electronic slot machines. The machines, which were modified to meet Army specifications, include microprocessor technology and the most sophisticated security features ever built into a slot machine.

Multiple keys and witnesses are used to perform cash collections and machine maintenance. State-of-the-art computer software records and controls daily cash and maintenance activity. An independent interval review staff is on site in Europe and Korea and reports directly to the U.S. Army Community and Family Support Center headquarters.

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"The FY84 Army MWR financial results are a real plus for our community and family support programs," Solymosy added, "not only because they provide evidence of good services but also because they lead to more money for programs and construction."

Program revenue is distributed in equal one-third shares between Headquarters, Department of the Army, and participating major commands and communities. The HQDA share is used to offset the costs of starting the program. The remaining two-thirds share is used to fund approved capital expenditure projects. Revenue is concentrated in a central account at HQDA. Major command and community shares of slot income are maintained in trust funds pending

approval of morale, welfare and recreation capital requirements. As projects are executed, funds are released to cover cash disbursements.

ARMP funds are only one of the many sources of revenue that are available to fund capital projects. Local community cash and investments must be exhausted before accrued ARMP income may be withdrawn by the community for capital expenditures. This process is monitored by MACOM headquarters.

See SLOTS, page 10

Youth Center at Redstone Arsenal

by Pam Rogers

REDSTONE ARSENAL, Ala.—A new youth center for children of military families was dedicated in a December ceremony.

Karen Morrell, wife of Sergeant Major of the Army **Glen Morrell**, and **Ellen Kahl**, wife of CSM **Harvey Kahl**, cut the ribbon in front of the newly renovated building.

In speeches before the ribbon-cutting, both women stressed the importance of the youth center to child development. "The success of the youth center depends on the support that we, as parents, give," said Kahl.

After the ceremony, guests were given a tour of the center housed in bldg. 114. Facilities include table games, musical instruments, a snack bar and a large room for parties and dances.

Youth Services Director **Jim Rhodes** said he believes the opening of the center marks the beginning of a new and exciting future for youth at Redstone. "We're open now, but our work is just starting. Only now are we ready for work, and that's the recreation of youth," Rhodes said. He added that all children and parents are invited to come by and meet the staff.

Missy Richards, youth center director, plans an innovative program.

"We're going to have everything we can think of—chili suppers, summer field trips, picnics, pool tournaments, just everything," she said.



NOW IT'S OPEN! Ellen Kahl and Karen Morrell cut ribbon at opening of Redstone Arsenal Youth Center. (U.S. Army photo)

SFC Charles Begley, NCOIC of Morale Support Activities, was responsible for renovation of the building. "It was in bad shape, but Facilities Engineering was just great," he said. Safety features, such as fire resistant walls and fire escapes had to be installed before the center could open.

Morrell later attended the NCO Christmas Ball with her husband, where they were guests of honor. SMA Morrell officiated at another ribbon-cutting for a newly redecorated room at the NCO Club.

(Adapted from *The Redstone Rocket* article.)

Some posts may rent mobile homes

WASHINGTON—Soldiers may soon be able to rent space in mobile home parks on some military installations.

Mobile home site construction and repair plans are being developed by the Army Corps of Engineers for selected CONUS Army installations. These sites will eventually be made available for rent by soldiers.

Officials say existing inactive sites could be ready next year with new site construction completed by 1987.

The number of sites will depend upon funding, according to Col. Everette L. Tucker, division chief. A request for the funding will be included in the fiscal year 1986 budget.

He said the facilities would be especially beneficial to married junior enlisted soldiers who cannot afford conventional housing.

"These facilities would provide soldiers the opportunity to build equity and enjoy, among other benefits, the tax advantages of home ownership," Tucker said. "Moreover, on-post facilities would provide savings in lower rental rates, shorter commuting distances, and help build a 'sense of community'."

Installation housing officials will handle mobile home site assignments in the same manner as for other on-post housing. (ARNEWS)

SLOTS, from page 9

The community share of ARMP income is for the entire community for any approved MWR capital projects. ARMP revenue is not used to subsidize food, beverage or entertainment operations of participating facilities. The facilities are reimbursed for operating costs that are directly attributable to the slot machines. This includes costs for additional cashiers, maintenance of the slot machine area and cleaning of the machines.

Most slot machines have been installed with about 3,800 machines in Europe, 111 in Panama and over 1,100 in the Far East. The primary aim of the program is to offer an additional source of recreation for sol-



This DPCA's fit.

Col. Edward Hackney, Fort McPherson Post Commander, presents Donald Lange, Director of Personnel and Community Activities, with the first 100-mile award certificate from the "Walk For Your Life" program recently started at Fort McPherson, Ga. Lange, a former jogger, began walking to exercise five years ago and now walks three to five miles a day.

diers and their families that are stationed overseas, besides earning needed income for MWR projects. The slot machines, which provide a 93 percent payback and a high hit frequency to patrons, have been met with a vast audience of enthusiastic players. In fiscal year 1984, \$16.2 million was earned for MWR projects. Fund balances through December 1984 were \$9.8 million for Europe, \$5.7 million for Korea, \$271,000 for Japan and \$42,000 for Panama.

Many communities are already enjoying the benefits of community projects that were made possible by ARMP funds. Kaiserslautern, Frankfurt, Karlsruhe, Darmstadt, Ansbach, Baumholder, Neu Ulm and Graffenwoehr have used

ARMP revenue to fund fifteen separate projects. The Frankfurt Officers' Club purchased \$57,000 worth of kitchen equipment and renovated the club's restrooms. The Graffenwoehr Community Morale Support Fund used \$73,000 to purchase and install recreation center equipment and to purchase MSA vehicles. The Baumholder CMSF purchased \$93,000 worth of audio/video equipment. These are but a few examples of the types of projects that have been completed in the past year. Through December 1984, \$1.2 million of ARMP revenue was used to fund capital expenditure projects of this sort. There are many other communities that could take advantage of ARMP funds that are available for capital projects.

Internal controls help MWR managers

by Abraham Van Dyne

ALEXANDRIA, Va.—For the past two years MWR managers have picked their way through the Army regulations and Army pamphlets that explain the requirements for operating a business inside the military system.

Unfortunately, managers often learn of the required controls or checks and balances only by reading a regulation, and not by understanding how to use the controls as management tools that can highlight potential activity problems—much like an early warning system.

Implemented properly, the controls are not isolated actions but are building blocks for an integrated system that minimizes losses from the time items are procured until they are sold and revenues are properly recorded in the ledgers of the central accounting office.

Procurement comes first

The procurement process of the control system ensures that the proper merchandise is ordered and that competitive pricing is obtained. In this process documentation is established that becomes the basis for receipt of vendor deliveries.

When requesting merchandise, managers must develop both definitive specifications and actual quantities needed. The procurement request (DA Form 4065R) must be submitted through channels for review and approval by the Morale Support Officer/Installation Club Manager. Procurement personnel then process the request and cut the purchase order (DA Form 4067).

With proper distribution of the purchase order copies, the proper receiving process is established. Three copies of the purchase order need to be forwarded outside the purchasing office: Copy one goes to the vendor as authority to ship the merchandise; copy two goes to CAO to alert them that a receiving report and invoice should be arriving in the future and copy three goes to the requesting activity for use as the receiving report.

Receiving follows

The next section of the control

system is receiving and storage. After receiving the purchase order (DA 4067) from procurement, the manager should ensure it is compared to the original purchase request (DA 4065R) and filed for use by receiving personnel when the merchandise is received.

When the merchandise arrives it must be checked against the purchase order/receiving report. If the receipt is verified, the purchase is confirmed via signature on the DA Form 4067. The manager's review of the signed/verified purchase order/receiving report is the first major checkpoint in the control system. The merchandise is here!

The completed receiving report is forwarded to CAO where it is compared to their copy of the purchase order and the actual invoice submitted by the vendor. If all these documents agree, the "bill" is paid. The manager now knows the proper costs were paid for the merchandise. At the same time the actual merchandise received is stored, secured and posted to the stock record/bin card (DA Form 1994). The bin card/stock record card reflects the current on-hand balance of the product. When compared with the actual inventory count, the card provides another major check point for control. The manager spot checks the balance shown on the stock record card to the inventory on the shelf. If the comparison is correct, the manager is assured of accountability. If variances are noted, immediate action can be initiated to investigate causes and implement needed corrective action. A major key in this control point is affixing responsibility for the storage area and properly securing the merchandise.

Next comes manufacture

Internal issues of merchandise are moved via a Central Storeroom Requisition (DA Form 5060). Issues to other departments or sales activities are accomplished using a Transfer Voucher (DA Form 4080). Both documents are posted as losses to the stock record/bin card.

Once the merchandise enters the manufacture area, procedures vary

according to the type of commodity. Goods other than food or beverage are generally offered for sale in the "store." Food and beverage items may be manufactured from the raw ingredients using a standard recipe.

The greatest opportunity for diversion, waste and loss exists during this period when goods are handled by customers and operational employees. To discourage employee diversion, daily sales accountability inventories are required for food and beverage items and can also be used for other types of merchandise should inventory accountability be a problem. These inventories can then be compared to sales.

Finally, sales

The sales section of the system can be subdivided into cash accountability and inventory accountability. Inventory accountability is accomplished by recording the number of items sold during the sales period. Whether computed manually or by electronic cash register, these data are then compared to the sales accountability inventory. Variances are documented for management action. The activity manager must determine causes and institute corrective action.

This checkpoint is a major step in ensuring proper control of assets. At the same time the items are sold, proper cash accountability is established using cash registers, sales receipts and surprise cash counts. The specific cash controls required by regulation (e.g., pre-numbering receipts, using cash registers, providing register kick-out tapes) ensure that employees do not divert cash before it is properly recorded. The key to this subdivision of the control system is that someone other than the sales clerk provides the check and balance for cash. Managers must investigate variances and initiate correction action where cash shortages or overages are found.

Internal controls provide the manager with "exception" data (something out of the ordinary) that require management action.

(CW3 Van Dyne is Chief, Business Operations Training Team, US Directorate, USACFSC.)

One stop for job information at Fort Sill

by Ronda Scott

FORT SILL, Okla.—The job search will be easier here now that Fort Sill's Civilian Personnel Office and Army Community Service have opened a new One-Stop Employment Information Center in a new CPO building.

The one-stop center is part of a new Civilian Personnel Office that was to open Feb. 5, according to Denny Kerr, CPO recruitment and placement branch chief.

The new CPO complex is just inside Key Gate at Bldg. 207 and is twice the size of the former CPO office.

"We're expanding services with the one-stop center to provide information on more jobs that are available in The Lawton-Fort Sill community," Kerr said. "It'll be a convenient means for people to find many types of employment information in one place."

Representatives from the Oklahoma State Employment Service and from Nonappropriated Funds will be at the center to provide information about vacancies, job descriptions and application procedures.

"We plan to offer information on the Army and Air Force Exchange Service employment systems," Kerr said. "Right now we don't plan to have a person from AAFES at the one-stop center, but we'll at least have written information on the kinds of jobs available and application forms."

Civil service employment information, which CPO has always offered, will continue to be available at the center. This includes information on summer and overseas employment, and special programs for hiring veterans, disabled persons, disadvantaged children and family members returning from overseas with their sponsor.

Kerr said Army Community Services representatives will have employment information for personal services like babysitting, housekeeping and yard work. They'll also have information on volunteer positions which may lead to employment careers.

"One fundamental idea behind the one-stop employment information center is better service for family members," Kerr explained. "The program is designed for those who have neither the time nor transportation to go from one employment office to another.

"And," he added, "a person looking for a particular type of work will now find more opportunities at CPO with the one-stop center."

For example, Kerr said a family member new to Fort Sill may go to the center looking for a job as a dental assistant. A receptionist will send him to representatives at the center who have particular information on dental assistant jobs. This might be the state employment representative, a civil service specialist or a private sector representative, depending on what he desires.

"One-stop is strictly an information center to let people know what types of jobs are available, what the qualifications are and how to ap-

ply," Kerr said. "It won't be an employment agency responsible for placing people in jobs, but placement could result after meeting with one of the representatives."

Kerr said operations at CPO will be smoother and faster because computers are being installed.

"The computer will allow us easy access to job applications on file. Jobs in all career areas will be listed at the reception desk terminal so customers can see right away what's available," Kerr said. "Ultimately, we're looking at also having a computer list of state job opportunities."

Approximately 400 people a day visit the CPO office and Kerr expects visits to increase when information on more jobs is offered.

Although the one-stop concept is new here, the program began a year ago at Fort Knox, Ky., and has become a prototype for CPOs throughout the Army.

(Adapted from Fort Sill Cannoneer article)

Pinder gets new bowling center

by Trixi Jahn

ZIRNDORF, West Germany—Twenty years ago, a messed-up sewage system flooded and completely ruined the Pinder Bowling Center. For years, commanders who showed an interest in having a new center got the same answer: "A two-lane bowling center is NOT to be built."

"So, the commanders lost interest in the whole thing—always getting the same answer," Charles Gray, chief of the MSA bowling branch, said. "When Brigadier General Shalikashvili was Pinder's commander, he developed a strong interest in having a bowling center built again and asked me to look into it. But, because occasional flooding still occurred, plans were again set aside.

"A couple of years later, when Colonel Beavers took over Pinder's command, he revived an interest in the center. The DPCA, MSA and myself again looked things over and a solution was finally found."

With a game room, a "Bier-

keller" and two bowling lanes, service to the troops could be given with the possibility that the center could pay for itself.

"We had to make sure that it could pay for itself because a loan had to be taken up in order to build the facility," Gray explained. "It was somewhat of a risk, but we feel that Pinder's soldiers will appreciate and enjoy our effort to give them the facility and, if they utilize it, there won't be a problem paying back the loan."

The majority of the work was done by the USAREUR maintenance branch, 1st PERSCOM. But there was also Hans Welker, bowling maintenance inspector for Nuernberg MSA, who, using his special talent with woodworking, practically designed the facility.

After 20 years without a bowling facility, the Nuernberg officials have finally made one of the extraordinary quality available to the soldiers at Pinder Barracks.

(Article courtesy of the Nuernberg Sentinel.)

Army Lapel Button: Thanks for a job well done

FORT DEVENS, Mass.—"The Army appreciates you and wants to thank you for your honorable service," Brig. Gen. Edmond S. Solymosy, deputy commander of the U.S. Army Community and Family Support Center, Alexandria, Va., recently told Fort Devens, Mass. soldiers who were separating from the Army at Fort Devens.

During a Fort Devens ceremony, Solymosy and Sgt. Maj. Juan A. Fraga, Jr., USACFSC Sergeant Major, presented soldiers department from Devens the Army Lapel Button that is designed to wear on civilian clothing.

Since Jan. 1, 1985, the Army Lapel Button—reactivated from its brief post-World War II use—is being presented to deserving non-retirement-eligible officers and enlisted soldiers who are honorably discharged with at least nine months

active Federal service in the Army after April 1, 1984.

"We want you to have the same good feeling when you leave the Army that you felt toward it when you came into the service," Solymosy told the servicemembers who are being honorably discharged but are not retirement eligible.

"You will remember the good times and the challenges, the new friends and the new experiences you gained in the Army," Solymosy explained.

"Years from now you'll look back on your Army service as a significant time in your life that contributed to your future," Solymosy said. "We want to thank you for that service," he added.

During the Jan. 22 ceremony, Solymosy explained the symbolism of the Army Lapel Button: The Minuteman figure symbolizes the

defense of the nation, its gold color symbolizing honor and achievement; the red disc behind the Minuteman symbolizes the Revolutionary War Army; and the 16 pointed rays that back the pin stand for constant alertness and readiness.

Another symbolic aspect of Army Lapel Buttons is that commanders are to present them. "The key to this program is that the commander—usually the unit commander—will make these presentations to the soldiers leaving their units," Sgt. Maj. Fraga explained.

One recipient who will be wearing his Army Lapel Button proudly is SSG. Don Wells from Erie, Pa. Wells explained during the ceremony that he had served as a military policeman in the Army for nine years and was going to use what he had learned in his new civilian job as a police officer in his hometown.



S. Sgt. Don Wells receives one of the first Army Lapel Buttons in 37 years from Brig. Gen. Edmond Solymosy, Deputy Commander of the U.S. Army Community and Family Support Center at Fort

Devens, Mass., as SGM Juan Fraga, USACFSC Sergeant Major, looks on. (U.S. Army photo by Mark Quintero)

Morale support activities provide a valuable resource for readiness

by Earl Greason

Col. Earl S. Greason III is Director for Community and Family Support, U.S. Army Community and Family Support Center. He holds a master's degree in personnel management from Central Michigan University.

ALEXANDRIA, Va.—Readiness and morale are indeed full-time endeavors as Lt. Col. Arnold Daxe, Jr. pointed out in "Readiness, Morale a 24-Hour Job" ("Front & Center," June). His recommendations for solving "5-9" or off-duty problems are good, but he overlooks one major factor: constructive use of leisure time and the resource available to provide for it—morale support activities.

Over 50 percent of all unit indiscipline problems could be solved or avoided if platoon, company, battalion and brigade commanders availed themselves of the programs and services offered by installation morale support activities. The eight MSA core programs are:

- Youth activities.
- Arts and crafts.
- Entertainment.
- Libraries.
- Sports.
- Outdoor recreation.
- Bowling and golf.
- Recreation centers (including information, tour, travel (ITT)).

These programs offer a wide range of leisure activities designed to accommodate a variety of interests.

Morale support activities appear to be the most overlooked, underutilized and least appreciated resource for maintaining morale and providing constructive alternatives to substance abuse and other counterproductive off-duty behavior. Why is it that the Army mind refuses, in many cases, to acknowledge that recreation is one of many tools for increasing on-the-job productivity, unit esprit de corps, a sense of community and, ultimately, combat readiness? The Air Force and Navy are years ahead of the Army in their recognition of the role

well-directed and creatively managed recreation programs play in maintaining discipline and unit and family cohesion.

Between 5 p.m. and 9 p.m. each evening of the week, every day of the year, on every Army installation around the world, any number of MSA programs start—a musical production rehearsal, a softball game, a ceramics and leatherworking class, an aerobics session, a sport parachuting ground school, a pool tournament, a chess exhibition, a youth soccer practice, a computer group meeting, a theme costume party—the list goes on in infinite variety.

How many first sergeants and company commanders know what MSA activities are available on any given weeknight or weekend on their post? How many of these same leaders promptly and routinely post the MSA activity calendars, flyers, posters and other publicity materials they receive? How many announce upcoming MSA events regularly at formations? And, perhaps most important, how many noncommissioned officers and officers lead by example, making it a point to participate in, volunteer for and use MSA programs and services?

The chain of command's attitude toward MSA, starting with the division or brigade commander, is an important factor in influencing participation. If it is "my men don't need recreation—they're trained to be soldiers 24 hours a day" or "real soldiers don't go to recreation centers or crafts shops," then it is likely that the morning report will reflect this, high AWOL rates will reflect it and low test scores and poor inspection results will reflect it.

Generally, low morale, lower productivity and indiscipline will reflect an outmoded, insensitive and unenlightened command style. An authoritarian approach to correcting job and behavioral deficiencies may work, for a while, but the recurring discipline and morale problems will be inherited by the next group of NCOs and officers who move into the unit.

The following recommendations for unit leaders are based on the use of MSA to correct indiscipline problems in units at the company, battalion and brigade levels:

- Army service schools and training centers must prepare leaders to deal with leisure—their own and that of the soldiers in their command and soldiers' families. The amount of time for leisure activities a peacetime Army affords its members is considerable. Potential commanders at all levels must thoroughly understand not just what MSA is and does, but what the whole concept or morale, welfare and recreation involves, and how that concept relates to leadership abilities and unit combat readiness.

- Unit leaders should actively seek out the morale support officer on their post and his staff, invite them to the unit for a "show and tell" or arrange for groups of soldiers and their families to take a familiarization tour of post MSA facilities. This is particularly important for newcomers within the first 45 days of their arrival at an installation.

- Have MSA staff members program and organize unit functions on holidays and organization days. Recreation center staff members are excellent party consultants—that is their job. Functions do not have to take place in the recreation center facility (although they can); they can be held at picnic areas, parks, housing areas or fields on or off post. Activities can include sports competitions, talent shows and other events to include family members of all ages.

- Ask the ITT staff to arrange special unit tours. Tours for spouses, singles, families or units are all within the scope of the ITT mission. Tours can be used as rewards for low AWOL rates or as incentives to do well on field tests and inspections.

- Participate as a unit in MSA programs. Participating as a unit means that senior NCOs and officers participate as well.

See READINESS, page 15



Shaping up

Jeff Durman uses the hydrafitness machine to keep in shape, while Capt. Alan Fowler tightens his stomach

muscles at the Fort McPherson, Ga. gym. (U.S. Army photo by Tommy Simms)

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- Offer to volunteer the unit to undertake some program or maintenance project for MSA. There are playing fields to be maintained, buildings to be painted and areas to be beautified. On some posts there is a "big brother" program in which a unit is directed to support a particular MSA program such as youth activities, scouting or outdoor recreation. Volunteers are always welcome to assist with theatrical productions, carnivals, marathons and other large-scale community events.

- Give positive reinforcement to individuals or groups who practice constructive leisure habits. Publicly recognized champion athletes, prizewinning writers, musicians or artists in front of their superiors and their peers. Never degrade those who choose to follow nonathletic leisure pursuits.

- Offer a point system program for individuals who volunteer as coaches, officials or drivers for the youth activity sports program; for those who volunteer as program

aides, cooks, instructors or chaperons for the scout program or teen center activities. Set up a point system with MSA for incoming soldiers who try an activity in each of the MSA core programs within 120 days of their arrival. Accumulating a certain number of points could result in a free ITT tour or bowling pass.

- Create a special "off-duty leisure activities bulletin board in the unit's most highly trafficked area. Assign a creative person within the unit to collect information on on-and off-post recreational activities and to keep the bulletin board current. Perhaps rotate the responsibility between platoons or squads. If the MSA staff is not sending publicity to the unit, someone should request it and let the MSO know that the unit wants to be on the MSA publicity distribution list. Establish regular information announcements about upcoming MSA events during midday formations when attention spans are longest.

Recreational activities provide balance in life. The old axiom, "All

work and no play make Jack a dull boy," is well taken. No one is a soldier 24 hours a day (in peacetime). Whether one is Commander in Chief, a three-star general, a master sergeant or a private, there is something to enjoy when not on duty.

There is something each soldier does to release frustration, work out aggression or use pent-up energy. He may enjoy an activity because it brings peace of mind, restores mental energy or relaxes him. It might build new skills, teach the soldier something about himself or help him better relate to the world around him.

It is the job of NCOs and officers to make sure that, for the soldiers under their command, the "something" is not drug or alcohol abuse, vandalism or more serious crime, fighting or going AWOL. Recreation offers something for everyone and an opportunity to develop healthy leisure life-styles. (From Army Magazine, January 1985. Copyright 1985 by the Association of the United States Army and reproduced by permission.)

Depreciation works for MWR managers

by Priscilla Pazzano

Alexandria, Va.—Depreciation is one of the most misunderstood and maligned concepts in the morale, welfare and recreation management field. Not just an accounting concept, depreciation is a management tool for evaluating and recording the costs of doing business.

Non-appropriated fund accounting policy differs little from that used in the commercial sector although it is radically different from the government accounting system.

The commercial world accounts for business on the basis of **accrual**. Understanding accrual is key to understanding accounting policy and will clarify much of what may seem mysterious about accounting for NAF business.

According to the standard definition of accrual, all income and expenses are to be recorded in the financial statement period in which they occur. Thus, the financial statement contains an Income Statement Portion.

The other separate, distinct portion of the financial statement is the Balance Sheet. Its purpose is to show the relationship between what the NAF business owns—assets—and what it owes—liabilities. The difference between the two—and there should always be more assets than liabilities—is termed fund equity or net worth.

Depreciation is an expense of doing business. Depreciation is the method of spreading the cost of an item over the length of time it is used. To understand depreciation, three other accounting terms also need to be understood.

Terms to understand

Acquisition value is what the item costs, whether you paid for it or someone else did. **Expected useful life** is how long you expect the asset to last. In commercial business, a **salvage value** is also calculated which is what the assets will be worth when it is discarded or replaced. In the Army, the salvage value is always assumed to be zero.

To illustrate how depreciation works imagine that you use your personal car in your business. As-

sume you buy a car for \$12,000 and expect it to last for five years (60 months). You will probably finance the car, but for purposes of depreciation that doesn't matter. Neither does it matter that your mother-in-law bought the car and presented it to you—so long as you use it in your business and want to appropriately reflect the cost of using the car for business.

The car declines in value at the rate of \$200 every month (\$12,000 divided by 60). After one year the car is \$9,600 (\$12,000 less \$200 x 12). If you were operating your own business and using the car exclusively in the business, you would figure that the use of your car costs the business \$200 a month. Each month the income statement would reflect the \$200 expense. Also, on the balance sheet “**accumulated depreciation**” would increase \$200 each month.

The difference at any time on the balance sheet between acquisition cost and accumulated depreciation would be book value. Thus, when figuring out if your business were worthwhile for any one month, you would keep track of all the money you earned minus the expenses you had, including the \$200 expense of having used your car.

The same principle applies when talking about a NAF business. When you buy an asset, you trade one asset (cash) for another asset (the price of a piece of furniture, for example). When figuring out the financial results of your operation, you have to consider everything it took to generate the revenue, including the portion of the assets you used on a monthly basis. This is depreciation or spreading out the cost of an item over the length of time you use it. All those things, (i.e., buildings, furniture, vehicles) that are used in the production or sale of goods and services are termed fixed assets. All fixed assets are depreciated according to how long each is expected to last.

Some critics of depreciation in the Army have said that depreciation is only used for tax-savings purposes in the commercial sector and thus shouldn't apply in the Army. How-

ever, while it is true that IRS depreciation rules do change frequently to achieve certain capital investment aims, the principles of depreciation rules do change frequently to achieve certain capital investment aims, the principal of depreciation is not based on tax purposes but on generally accepted accounting principles—GAAP to accountants—that require matching income and expense under the accrual method of accounting.

Income is recorded when earned, not necessarily when received (think of charge sales and accounts receivable) and expenses are charged when incurred (thing of receiving the item and accounts payable), not necessarily when paid. Thus the cost of an asset is charged off over the period it is used, not when the actual bill for the item is paid. We can see this expense recorded on the income statement portion of the financial statement.

The same principle applies to the NAF Major Construction Program. The business that uses the asset bears the cost of the depreciation expense, not the entity paying for the asset. To evaluate the results of operation without including the cost of all items (i.e., the fixed assets) used in generating revenue doesn't tell the story of the real financial results. In the NAF Major Construction Program it is the facility provided that is depreciated on the income statement of the installation business.

Depreciation helps MWR

What is the value of depreciation to MWR managers? In the first place, it keeps them from having to bear a large expense in one month (a year) at the time they acquire an asset. Secondly, it spreads the cost of the item out so that a manager can see the true results of NAF operations. And lastly, and perhaps most important, it provides the mechanism for establishing profit goals at a level which will generate funds for future capital expenditures.

(The idea for this article was submitted by Tom Walker, ICM, Fort Carson, Colo. Future articles will deal with fixed asset sinking funds and cash flow. Priscilla Pazzano is Chief, Financial Analysis Branch, USACFSC.)

New club opened at Fort Jackson

FORT JACKSON, S.C.—Gen. William Richardson, TRADOC commander, and Maj. Gen. Robert B. Solomon, Fort Jackson commanding general, cut the ribbon to the new E-1 through E-9 club at the January grand opening ceremonies.

The club is open to all active duty enlisted soldiers Sunday, Tuesday, Wednesday and Thursday from 5 to 11:30 p.m. and Friday and Saturday from 5 p.m. to 3 a.m. The club will be closed Mondays.

The 8,000 square foot facility was designed by Ralph Walden and Associates of Columbia. Burris Construction Company began building the club Sept. 1, 1984. Company D, 548th Engineering Battalion, provided a helping hand by adding a gravel parking lot to the rear of the facility.

According to Capt. B. A. Yannetti, assistant installation club manager, the club cost approximately \$500,000 and was paid for by post-generated, non-appropriated funds.

The club features a grand ballroom complete with state-of-the-art stereo and light equipment, a game room, dining room, lounge and a service and fast food snack bar.



Grand Opening for Fort Jackson's Enlisted Club

General Richardson, Commander TRADOC; Maj. Gen. Solomon, Commander, Fort Jackson; and Mr. Moffitt Burris, Burris Construction Company, cut ribbon to officially open new Enlisted Club at Fort Jackson, S.C. (U.S. Army photo)

TRADOC awards given

Fort Jackson MWR employees honored



Julia Breland, director of the Fort Jackson post information, Tour and Travel Office and Don Clark Community and Skills Development Activities Coordinator reflect on the Training and Doctrine Morale Welfare and Recreation Installation Excellence awards they received. (Photo by Sp4 Mike Fine)

FORT JACKSON, S.C.—Fifteen Fort Jackson employees received awards of excellence from the Training and Doctrine Command during the recent grand opening ceremonies for the new E-1 through E-9 Club.

Gen. William Richardson, TRADOC commander, and Maj. Gen. Robert B. Solomon, Fort Jackson commander, presented plaques and certificates to the winners of the 1984 TRADOC Morale, Welfare and Recreation Installation Excellence competition.

The post MWR employees received recognition for their outstanding bowling, child care, golf, outdoor recreation and youth programs.

See TRADOC page 18

Command sponsorship leads to winning programs

FORT JACKSON, S.C.—When the post Youth Activities, Bowling, Child Care, Outdoor Recreation and Golf programs were awarded the Training and Doctrine Command Morale Installation Excellence awards, their staffs weren't the only people who were commended for their outstanding performance.

"Because of command sponsorship, Youth Activities has been able to realize the full potential of its existing program," said Karen Ellis, director of Youth Activities.

Command sponsorship is a two-year old program whose main concept is that post units "adopt" one or several of the activities and facilities on Fort Jackson.

Commanders serve as role models to raise the standards in our facilities adding talent and guidance. In essence, the command sponsor greatly expands our limited staff.

"What it did was allow us to greatly expand our programs," said Lt. Col. Donald Gibson, chief of Morale Welfare Recreation Division. "If we hadn't had the support, we couldn't have run this many programs and we probably wouldn't have been as competitive (in the awards competition)."

Throughout the year Outdoor Recreation's three sponsoring units have assisted in clearing and developing the Golden Arrow Archery Range and the Fox Run Nature Trail, repaired target frames on Camden Range, controlled vehicle access into Heise Pond and Twin Lakes and aided the overall beautification and landscaping of the Heise Pond, Twin Lakes, Weston Lasde.

"In just two short years,

numerous (Outdoor Recreation) projects have been completed that would not have been, had it not been for the help of the sponsor," said Phil Bohn, manager of Heise Pond.

Child care program

"They've been super with us," said Gisela Corpis, manager of the Full Day Program at the Day Care Center. "If we need something done, all we have to do is call them (9th Battalion, 2nd Basic Training Brigade). They're always pretty much there for us."

During 1984, the soldiers from the 9th Battalion, have devoted their time to policing up the playgrounds and painting and making minor repairs in the Day Care Center, located in Building 5420.

"They've done quite a bit of work in making an old building look good," Corpis said.

In addition, the battalion staff has invited the day care children to a basic training graduation and tour of their barracks.

Youth Activities program

"I can hardly see how we could get anything accomplished without the sponsorship program," Ellis said. "There's no way Craig (Plowman, acting YA sports director), for example, can run a quality program by himself."

Ellis said one of the key things that has helped make sponsorship a success in Youth Activities is the continued cooperation from each unit's points of contacts.

"Every year we sit down with the

point of contact from the sponsoring unit and we write down everything we need done for the programs to be successful," Ellis said.

Bowling program

Sponsoring units have played a big role in the success of the bowling programs on post, especially at Iby Lanes, said Thearl Sandlin, bowling manager.

"The 11th Battalion (4th Combat Support Training Brigade) has contributed considerably to the upkeep and maintenance of Bowling Center #2 (Ivy Lanes)," Sandlin said.

"They've also done an outstanding job of assisting with the bowling programs there and in providing special events for the trainees," Sandlin said.

Golf program

Unlike the other four programs, the golf program doesn't have a sponsoring unit. Instead, a golf advisory committee, composed of representatives of all the major units on post, has pitched in a helping hand.

"The advisory committee acts in an advisory capacity to the golf program," said Mike Wooditch, Fort Jackson golf pro. "They serve a useful purpose in developing new programs and assisting with some of the golf tournaments."

"Enough cannot be said regarding the benefits reaped from the sponsorship program—not only for the facilities and the patrons, but also for the troops involved," said Phil Bohn, manager of Heise Pond Hunting and Fishing Center.

(Adapted from Fort Jackson Leader article.)

TRADOC, from page 17

Outstanding Program Managers of the Year included **Herbert Berry**, Outdoor Recreation Division; **Clearottis Birge**, NCO Club; **Karen Ellis**, Youth Activities; **Thearl Sandlin**, Bowling Division and **Michael Wooditch**, Gold Division.

Lt. Col. Donald Gibson, chief of post Recreation Division, was honored as the outstanding Morale, Welfare and Recreation Officer of 1984, and **Julia Breland**, director of

the post Information Tour and Travel Office, was recognized at the outstanding MWR civilian employee.

Sgt. Ralph Staten received the outstanding TRADOC MWR volunteer award. During the last two years, Staten, who is assigned to Training Command, has volunteered to coach youth soccer in the spring and fall as well as baseball in the summer and basketball in the winters.

Several other MWR directors and managers were awarded the TRADOC commander's certificate for excellence. These included **Maj. Joe Tebor**, Installation Club manager; **Jack Rashleigh**, post sports director; **Bobby Holland**, Recreation Center; **Herb Berry**, Outdoor Recreation Division; **Marilyn Mize**, Library Department; **Gisela Corpis**, Day Care Center and Sandlin, Wooditch, and Ellis.

(Adapted from Fort Jackson Leader article.)



(Above) Cast members Mark Brown, Sandra Davidson, Jeff Elsass, Robert Corner and Hollyanna Taylor clown around during a skit. (Right) Mark Brown, with a few helping hands, adjusts his 'Jackson' jacket. (Below) Jeff Elsass practices with his dancing partner. (Pentagram photos by Larry McCaskill)



Army Soldier Show 84

Soldiers were all they could be—and more

by Larry Krauska

ALEXANDRIA, Va.—The first Army Soldier Show to tour the United States in over 20 years is now history. **All You Can Be—And More!** just completed an eight week tour to 17 cities and Army posts throughout the eastern United States.

Since its first performance in October 84, the troupe of soldiers has performed for over 40,000 people. Everywhere they went, they were met with shouts of Bravo! and standing ovations.

The talented soldiers came from installations throughout the Army—from United States Army,

Europe to Eighth United States Army, from Fort Devens to Fort Ord. They competed in the Army Entertainment Program Festival of the Performing Arts and represented the best talent in the Army.

The tour began with performances at the National Theatre in Washington, DC for the Presidential Inaugural and then traveled to cities including Boston, Philadelphia, Detroit and Dallas.

Army installations hosting the show were Forts Dix, Polk, Hood, Benning, Stewart, Jackson and Bragg. Plans are underway for the 1985 Soldier Show which will again state that **Be All You Can Be** is more than a motto.



What's happening at Army communities... .

"Wellness Bulletin Board Systems" is a new and excellent way to encourage wellness in MWR activities by transforming your current bulletin board into a health information center. A subscription provides a monthly package of bulletin board materials. Materials include articles from major newspapers and national magazines that are mounted on paper and laminated with a protective plastic coating. Title cards are provided so that articles about similar topics can be grouped on your bulletin board. Each month there is enough information for one large bulletin board or up to four smaller displays. Included in the subscription is a customized bulletin board headline card with your MWR activity name and logo. This program is offered by Blue Cross and Blue Shield of South Carolina at a subscription price of \$250 per year or \$125 for a 6-month trial. For further information write Blue Cross and Blue Shield of South Carolina; ATTN: Wellness Bulletin Board Systems; 1-20 at Alpine Road; Columbia, SC 29260. (DACP-US, CPT Thomas, AV 221-0194)

Physical fitness center has special hours for women only . . . Fort Bragg's Lee Physical Fitness Center open to women only on Mondays, Wednesdays, and Fridays from 0900 to 1100. During this time, Jazercise is taught, racquetball lessons are planned, and women patrons have access to the weightlifting room, gyms, courts, and saunas. (AFZA-PA-M, Ms. Cain, AV 236-1216)

IMWRF advantage . . . Fort Benning implemented a new single fee/dues structure for officers. Includes club, club swimming pool and morale support golf course in one fee . . . no separate payments . . . convenient for users. (Mr. Caldwell, AV 835-7357)

Fort Sill MWR provides "Unit Function to Go Kit." Supplies picnics, parties, athletic events. Package deal includes beverages,

cups, food with price for 25, 50 or 100 people. (LTC Ward, AV 639-3001)

Soldier Entertainment Center Offers Non-Alcoholic Alternatives . . . Fort Bragg's Morale Support Activities Division is experimenting with a new concept in soldier entertainment. The Soldier Entertainment Center (renovated from a former Morale Support Center) offers low-cost, varied entertainment in a non-alcoholic setting. Geared for lower enlisted soldiers, the center's entertainment has included karate and body-building tournaments, talent shows, all-male and all-female dance reviews and live bands. (AFZA-PA-M, Ms. Rice, AV 236-3919)

Party cancellations, especially during the holiday season, can be disastrous to club managers. The Fort Monroe Officers' Club, managed by CW2 Mike Humphrey, found a way to deter cancellations this season by requiring a \$100 deposit at the time of party booking. During the '83 Christmas season there were a total of 14 parties cancelled and there was not enough rescheduling time available to schedule other parties in these rooms. During the '84 Christmas season, there were only 4 parties cancelled once the \$100 deposit policy was implemented. Sales for December 1983 were \$65,782 and sales for December 1984 were \$82,354. Cancellation of reservations for parties and ala carte dining is a subject of great concern throughout the hospitality industry. A related article appears in the February 4, 1985 issue of National's Restaurant News.

South Carolina Electric and Gas (SCE&G) agree to waive their \$100 utility deposit for soldiers assigned to Fort Jackson. Concept conceived as a result of utility deposit waiver agreement established at Fort Campbell in August 1983. Initial contact was made with the Manager of SCE&G Customer Service Operations to negotiate a waiver agreement between Fort Jackson and

SCE&G. Agreement generally provides SCE&G with office space and utilities to establish a branch office on Fort Jackson for the payment of bills and starting/stopping service. In exchange, SCE&G has agreed to waive the deposit for all customers establishing service provided they agree to sign a waiver of deposit form. This agreement is not retroactive. Agreement has been in effect since May 1984 and both SCE&G and the post are pleased with its success. For copies of the agreement or waiver of deposit form, contact Capt. Dewey, AV 734-6613/6357.

Munich Bowling Center is first in Europe—in both the military and the German communities—to have a complete center of Brunswick automatic color scorers. Initial response was super. New AMF pin-spotters, MWR purchased, have also been recently installed. Approximate cost of these improvements is \$230,000—a great improvement to soldier recreational needs. (AETS-MUN-A-MSF, AV 440-6014).

Fort Leavenworth Helping Hand Program aligns major units with community groups and activities. Each unit/community activity partnership publishes a letter of understanding outlining their support-supported responsibilities. Quarterly one-on-one coordination meetings, chaired by the Deputy Installation Commander, promote interaction and assist in supporting the program. (ATZL-PPA, MAJ Wiggin, AV 552-4141).

Youth Activities at Fort Belvoir is taking care of "Latch-Key" children. This year more than 60 children have participated in a very successful "After School Camp" program that is in session each day after school and all day during school holidays (Easter and Christmas breaks included) that are working days for parents! Provides a much needed service and pays its own way.

...an idea exchange

Fort Hood ACS Citizenship Office servicing about 90 clients weekly in area of immigration, naturalization, and citizenship. Services include application, information and assistance, citizenship test preparation, and classes in English as a second language. (Ms. Mills, AV 737-4421).

Fort Jackson Officers' Club guarantees 100% satisfaction to its members, if they have a reservation. Since this program started, reservations have increased, but more important, this procedure has resulted in the following excellent spin-offs which benefit management and customers alike: Improved forecasting, reduced leftovers/waste through spoilage, enhanced food quality, and increased customer satisfaction. (DACP-LSB-H, Mr. George Goodrich, AV 221-9200)

Alice Wahl, arts and crafts director at Fort McCoy, Wis., since 1973, has been awarded the installation's first Certificate of Appreciation for Patriotic Service. She has "contributed immeasurably to improving recreation facilities, morale of the patrons and welfare of everyone at Fort McCoy."

The Selfridge Officers' Club 10 Jan newsletter tells its members that its a la carte dinners are guaranteed for satisfaction or customers get their money back. Once the club has tried to correct the problem if customers are still not satisfied, they get their money refunded. Selfridge O'Club is telling its customers, "We want your business." (DACP-LSB, Mr. George Goodrich, AV 221-6957.)

The Seventh Army Training Command ACS Officer has developed a 45-minute presentation on ACS, the Army Family Action Plan, Child Development Services (CDS) and Single Parent Plans. This presentation is one of the core elements in the Company Commanders and First Sergeants Course at the military training school in Vilseck. The course is offered 20 times a year to

new company commanders and 1st sergeants in USAREUR. This briefing has been adapted for officer and NCO professional development classes throughout 7ATC as well. (AETT-PER-ACS, LTC Clyde Overcash, GFN Mil (2643-) 7158)

(ATZG-PAN, MAJ S. T. Clark)
A unique and different way to share valentine greetings was started at Fort Monroe by Diane Migliori, Community Center Director, this year. Heart-a-Grams, which consisted of a typed valentine message, flower, and candy, were personally delivered to heart-a-gram recipients by costumed personnel (Jo Jo Mabalot and Michelle Erickson) from the Morale Support Division. Messages were delivered every 15 minutes on Feb. 13 and 14, and a total of 53 messages were delivered. The valentine costume-styled messengers would read or sing the valentine message, provide the flower and candy to the recipient and wish them a personal happy valentine's day. Rumor has it that a conference room full of stars was interrupted by a thoughtful wife who wanted her heart-a-gram delivered to her husband at a designated time. The program was very popular and successful. (ATZG-PAN, MAJ S. T. Clark)

Soldiers give Army Bowling Centers good marks in 1984 MWR survey. Over 30,000 responses received: 48.1 percent of soldiers bowl, 29.7 percent bowl occasionally, 11.1 percent bowl 2-4 times monthly, and 7.3 percent bowl 1 or more times weekly (total 18.4). These 18.4 percent are the hard-core bowlers. Demographics of this group are: 84.7 percent are enlisted personnel under age 35 (24.2 percent under age 21, 27 percent between ages 21-25, 19.9 percent ages 26-30, and 13.6 percent between ages 31-35). Soldiers considered average to very good: Facilities 87.1 percent, staff knowledge 77.1 percent, staff attitude 79.8 percent. (DACP-LS, Mr. Belgrano, AV 221-0566.)

The Family Advocacy Program at Fort Dix, N.J., graduated sixth class of parents and children of Family School. Ten week course of instruction for parents and pre-schoolers is therapeutic/preventive program for families at risk of abuse. While mandatory for some participants, recent classes have been filling up with self-referring parents. Family School has the strong support of commanders, who approve attendance of service members at the twice weekly classes held during duty hours. (Ms. Young, FAP Administrator, AV 944-2636.)

"Paragraph 21-3(c)(6), AR 215-1 and DODI 4105.62 requires quarterly meetings between the key NAF operating personnel and legal counsel to discuss means of improving procurement practices. This paragraph requires that representatives from the APF procurement office and the NAF central procurement office be invited to the meeting. Specific topics are required to be covered in these meetings. If done, the meetings should resolve most of the procurement problems on the installation. These problems not resolved should be referred to the proper resolution authority." (DACP-US, CPT Hendrix, AV 221-0194)

A new program designed to help families who may have had trouble finding day care facilities for their children has been established at Fort Campbell, Ky., designed to expand the post's child care program.

Family child care homes are now available for people who wish to have their children cared for by certified caregivers. The caregivers provide child development services in their quarters to children between the ages of four weeks and 12 years of age.

The quarters have been certified as meeting all safety, health and fire standards and the caregivers have had thorough background investigations and have been trained in cardiopulmonary resuscitation, first aid and developmental training of children.

Commentary

Army spouse: A member of the team

commentary by
Marilyn Keel

It's been a long time since Army spouses have been viewed as camp followers, though we might laugh in disbelief when reminded of that era in our history. Have we, although unintentionally, continued to foster a feeling of second-class citizenship for Army spouses?

The overwhelming response from spouses, and from some active duty members, too, is that we have.

These findings should not really surprise us. The Army is more than a highly-organized social complex; in terms of its own organization and functions it is superimposed upon a larger civilian society from which it draws its personnel. These people bring with them the values, expectations and goals of the society as a whole. However, their values, expectations and goals have undergone significant change over the last 10 to 20 years.

If the Army is to continue to attract and retain a competent, dedicated group of professional personnel and maintain group loyalty to the Army as an institution, it must, like the larger society of which it is a part, seek ways to accommodate and adapt its system to provide for the personal needs of its members, while fulfilling its military obligations.

The Army Chief of Staff's "White Paper 1983" and the subsequent initiatives were outlined in the Army Family Action Plan. Several of the issues in the plan address the changed role and resultant expectations of Army spouses.

The issues deal with the need for job continuity, career development and skill acquisition through either strictly volunteer jobs or a combination of volunteer and paid employment.

Volunteerism

The history of the Army spouse is one of willingness to contribute and pull together Army communities. That same spirit exists today, but it co-exists with the financial necessity

and desire for paid employment plus the desire to gain skill acquisition for oneself.

Studies on why people volunteer show that the two primary motivators for volunteering are skill acquisition and a desire for meaningful contribution—in that order.

Since volunteers are essential to the success of our family support programs, we have targeted our efforts at these two primary motivators.

Core initiatives include:

- Establishing central coordinating points on all installations to identify and develop volunteer opportunities and recruit and screen all applicants; train volunteers and paid staff in volunteer management; provide consultation on volunteer issues and coordinate installation recognition efforts.
- Installation Volunteer Coordinators as an organization would be sponsored by Army Community Service (ACS), but would work with all installation agencies accepting or wishing to accept voluntary services.
- Expanding existing guidance retention, especially among younger spouses.
- Publication of a pamphlet for family members on marketing their volunteer experience for job credit. The booklet also covers how and why volunteer experiences should be documented even by those who are not immediately interested in doing so for paid employment.

Employment necessary

The establishment of job centers and career planning programs is another recurring need of family members. About 50 percent of our Army civilian spouses work (43 percent of officer spouses; 47 percent of enlisted spouses). Estimates indicate that Army spouses contribute 33 percent of the family's income, so each time a Permanent Change of Station occurs, these families experience a serious cut in income.

To minimize this hardship, Army Community Service and Civilian

Personnel Center headquarters have joined together to develop an organized approach to provide employment, information and referral services through a centralized job information center. Personnel at these centers will also offer job search and employment planning assistance on an individual and group basis.

The full program will be gradually phased in Army-wide as programmed Fiscal Year 1986-90 ACS resources become available (FY 86—19 sites; FY 90—104 sites). Meanwhile, many civilian personnel offices and ACS offices have begun work on setting up centralized locations for employment information and referral services using existing paid and volunteer resources.

What you can do

Without your commanders' support, these initiatives will be paper tigers. Support is usually interpreted as meaning money, but not always. Until adequate funding is available for establishing installation employment coordinator positions and fully developed employment information centers worldwide, Army support can be demonstrated to spouses by actively encouraging:

- Coordination and cross-referral in volunteer recruitment efforts.
- Supervised on-the-job and formal training for volunteers, especially the latter for those in supervisory positions. Do include paid staff, as the team approach is the only effective one.
- Use of existing military and civilian expertise for consultation and training. Pool training efforts across agencies wherever possible.
- Installation-wide volunteer recognition efforts.
- Use of United Way funding to supplement existing monetary reimbursement for incidental expenses incurred through volunteer services.
- A thorough exploration of space to adequately house an Employment Information Center in a central and easily accessible location.
- Joint CPO and ACS planning of

See SPOUSE page 23

Commentary

Caring for Army family needs

commentary by

John A. Wickham, Jr.

This is the first in a series of commentaries written by Army Chief of Staff General John A. Wickham on Army ethics and the importance of them for producing better soldiers and better units.

Over time, when our nation's history is written, its greatness will not be measured by economic wealth, international prestige, or moments of glory in battle, but how we have cared for our people.

It is the continuous, creative selfless care given to our soldiers, families and units under the demanding requirements of military life which will give sustaining power to these same soldiers, families and units when our soldiers must go to war.

We must care to train and we must train to care.

Over 20 years ago, **Gen. Harold K. Johnson** worked with great faith to develop the concepts of "The Army Takes Care of Its Own" and "Let's Put the Personal into Personnel." He helped start the Army Community Service. Over the years, the Army has built on that commitment of caring for soldiers and families.

All of us have a moral obligation to enhance unit and family cohesion and to foster human values within our military community. The stronger the family, the better the soldier tends to fulfill his role in military life.

As **Secretary of the Army John O. Marsh, Jr.** has said, "The stronger

the family is at sustaining values and strengthening bonds, the better the children are, and in a sense, the better the nation." There is a dimension of the American dream, the notion of strength, that is tied to the military family, and we have an opportunity to influence and perpetuate that dream.

There is another dimension that is both significant and a point of self-interest to the Army. Our most important mission is to maintain the readiness of the Army in order to protect this great nation. That is our first task. But readiness is inextricably tied to soldiers' morale and discipline, and to sustaining their families' strength. Therefore, to the extent we can make those soldiers and families feel better about the Army and the support provided by the Army, then the better off will be the soldier, the Army and the nation.

Caring for soldiers means much, much more than cursory interest in their affairs. Caring means sincere involvement in helping to find solutions to their problems and in improving their welfare and that of their families. Caring means dedicated teaching and training so that soldiers are successful in battle or in tough training, and so that they survive the perils of war. Caring means setting examples of moral and professional excellence so that soldiers can be inspired to teach. And caring means nurturing a command climate where soldiers are challenged, and where they can feel good about themselves and the Army because



they can learn, grow and "Be all they can be."

There are fundamental, practical reasons for bonding soldiers, families and the Army together, and there are many areas where we can make progress. We are fortunate to have many caring agencies such as the Chaplains, the Army Community Service, the Red Cross and other organizations who work on building a stronger Army by boosting "Soldier and Family Power."

Nineteen eighty four was designated the "Year of the Army Family." This is not a passing theme. The Army remains committed to formulating legislative initiatives that will provide substance to the program. We are building organizational momentum, but it will take everyone in the chain of command to assure success. The quality is there. An extraordinary responsibility rests on the shoulders of our leaders—and those who work with soldiers and their families—to capitalize on "this great reservoir of quality."

In accepting the "special trust and confidence" reposed in us, the leaders of today's Army, we must dedicate ourselves to caring for our soldiers, our civilians and our families. The history of our individual careers will reflect the legacy of our gifts to enrich the human dimension. We must be generous.

sistance team is available. On-site visits have been helpful to both the installation and HQDA team in their respective planning roles.

A combat ready force includes a stable, strong family that is committed to the Army as an institution. Families will only continue to be supportive of our needs if they perceive that we are fully aware of theirs.

(Commentary courtesy Commanders Call, Nov-Dec 84)

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employment assistance services, even if the ACS involvement is initially minimal. ACS can provide information on military and civilian resources available and many will be able to assist in volunteer recruitment.

All ACS's and CPO's have received guidance on how to begin centralized centers and a combined HQDA ACS/CPO technical as-

Family videos developed, available for everyone to see

WASHINGTON—Two family program video tapes recently have been produced that are of interest to **Sentinel** readers.

"The Army Family . . . A Partnership" was recently distributed worldwide to 168 commanders of Army installations and agencies that issue identification cards for soldiers and family members.

The video was developed to better orient family members of Army personnel to the Army lifestyle and to familiarize them with Army community programs, services and benefits—a need addressed in Issue 19 of the Army Family Action Plan.

The tape—the first of two—has as its primary audience spouses of basic entry level soldiers arriving at the servicemember's first permanent duty station. The tape has valuable information, however, for all military community viewers.

The tape should be shown when family members apply for their identification card. This will improve the Army's effort to get important information to the hard to reach spouse and help ensure a smoother adjustment of the family into the Army community.

A booklet soon will be distributed that will supplement the film with detailed explanations and additional information.

Local reproduction of the tape is authorized to provide viewing opportunities at ACS centers, welcome centers, unit/family orientations, training/command information classes, chaplain's programs, family seminars and family support groups.

Inquiries about the tape can be made to the Community and Family Policy Division, HQDA ODCSPER (DAPE-HRF) AV 225-4707/4723, or to the Community Activities School Soldier Support Center, Fort Ben Harrison, AV 699-4774.

"Where's Dad?" takes a look at the role of fathers within their families, and shows why they need to be strong leaders and role models for their children.

The tape helps men see how they can draw their families together in a bond of caring and love that will



provide the support each family member needs to withstand the demands of our fast-paced world.

It is recommended that husbands and wives see the tape together. You may obtain a copy of the tape for showing by contacting

your nearest Army audio visual center or training aids support center. Its identification number is SAVPIN 504413-DD.

Inquiries about the tape can be made to Maj. Jerry Taylor, ODCSPER, AV 225-4723.

AER fund drive opens for 1985

WASHINGTON—The 1985 Army Emergency Relief (AER) fund-raising campaign started March 1 and will end July 1, 1985. Installation commanders will establish specific periods for local AER campaigns.

Gen. John A. Wickham, Jr., Chief of Staff, United States Army, announced the Army's fund drive in his letter to all soldiers and their families:

"Army Emergency Relief belongs to all Army people. AER is caring Army people helping Army people. It is a major part of our tradition of taking care of our own. Through the funds provided by Army Emergency Relief, we show our concern and commitment to the well-being of our soldiers and their families in times of emergency financial need."

"Need created Army Emergency Relief in 1942. This need continues and has increased significantly in recent years. In 1984 over \$24,245,000 was provided to Army people, active and retired, and their families, a record amount for the fifth consecutive year."

"The Annual Fund Campaign, which will be held this year from 1 March to 1 July, is the only time that we are asked to contribute to

AER. Thanks to your superb response last year, the campaign produced record results and allowed Army Emergency Relief to continue to meet the needs of our soldiers and their families. As we begin this year's campaign, I wholeheartedly recommend your generous and voluntary support of our own organization."

When signing the letter, Wickham also wrote "The Army has a reputation for taking care of its people. AER is an essential element in this reputation."

AER is the Army's own organization and is dedicated solely to helping all soldiers and their families when they have a valid emergency financial need. The annual fund campaign is the only time when Army people, active and retired, are asked to support their own organization through contributions. Contributions are needed to sustain the rising need by Army people for AER assistance. In 1984, AER assistance was increased for the ninth successive year. The more than \$24,245,000 provided to Army people, active and retired, in 1984, was the highest ever and the fifth successive record-breaking year.

New Fort Meade O'club matures after four years

FORT MEADE, Md.—"We are no longer the new club," said **William M. Smith**. "We are the Officers Club."

Smith, the club manager, made his remarks as he recently provided a tour of the Fort Meade 'prototype club.' "In 1981, when we opened our doors, we had some of 1,906 members," said Smith. "We now have a current level of some 4,200."

The 4,200 members that are presently reflected on the club's rolls represent only a fraction of the total number of people whom the club serves, according to Smith. "On a Friday evening, a member will tend to bring at least one non-member guest," said Smith. This brings the potential number of people served by the club now to 8,400, he added.

For special family-type functions we serve a typical club member with one spouse and two children, said Smith. This brings the potential of people served by the club to upwards of 16,000, he added. The officers club here exists in an unusual environment he said. It serves a large retired population as well as many civilian government workers who are employed at Fort Meade or with the National Security Agency. "Space in the club is relatively restricted," said Smith, "Our dining room has only a capacity for 129 patrons and our ballroom only 440."

In addition to members of the Fort Meade Officers Club, Smith explains that members of other officers clubs also frequent the establishment further stretching its ability to serve its members.

Smith says that even with the increasing demand on the club by growing membership, he and his staff work hard to make sure that service, food and surroundings are the best possible.

"An initial impression is set immediately upon driving up to the club," said Smith as he points out the well manicured exterior of the building. "We try to enhance this impression as the individual continues through the club," he added.

Upon entering The Brass Section, **Maj. Richard C. Celeste**, area club manager joined the tour. "This is one of the most popular spots for

the general membership," said Celeste. The lounge offers a small dance floor, a D.J. booth and an attractive arrangement of tables set in tiers decorated in brass railings—hence the name Brass Station.

The club also houses a slightly quieter room named the Chesapeake Lounge. "This is a lounge where one might go to enjoy an after dinner drink in a quieter atmosphere," said Smith.

Large windows with a built-in solarium give the room a light, airy quality. Ceiling fans and real plants provide a "very comfortable and pleasant atmosphere," said Smith.

"The French menu is unique among Army clubs," said Celeste. "We went into outside industry to recruit some of their top chefs," he added. "We have a highly skilled staff," said Smith in agreement.

Hosts can be liable for guest's drinking

STUTTGART, West Germany—Service members or civilians stationed in Germany may be liable if guests drink too much and get killed or hurt going home, United States Army, Europe, legal officers warn.

Laws covering such liability are sometimes called "Dramshop Laws." A Dramshop Law, as such, does not exist in Germany. By court decision, however, an offense under section 221, German Criminal code, may be committed where a bartender or even a private host permits an obviously intoxicated guest to leave the premises and the guest is subsequently injured or killed.

Although the precedent court decision for section 221 discussed only criminal liability, it is clear that such liability is based on a duty to the guest, which is violated by the bartender or host. Under such circumstances, the guest (or his legal representative) may have a claim for damages against the bartender or host for violation of that duty with the resulting injuries.

U.S. Forces personnel, including Department of Defense civilians or family members, are subject to German Civil Law. Therefore, where such an individual acting as "Social Host," violates the duty to his or her guest, the individual may be civilly liable for damages arising out of injury or death to the guest. This is true irrespective of whether the "Social Guest" is living in government quarters or on the economy.

Where U.S. Forces personnel (including military, DoD civilians or family members) are employed as bartenders, waitresses, or other persons selling or serving alcohol in

non-appropriated funds (NAFI) facilities, such as an NCO Club, they cannot be held personally civilly liable in German court for damages (although they may be criminally liable) arising out of acts done in the performance of official duty. Although U.S. forces cannot be held personally civilly liable under such circumstances in a German Court, there is nothing to prevent an injured guest from suing the U.S. Forces personnel (bartender, waitress) in an American court, particularly in a state which has a "Dramshop Law." Whether such a suit would be successful depends upon the law of the various states where such a suit might be brought. The point is that, although U.S. Forces personnel cannot be held personally liable in suit in a German court, there is a possibility of being held personally liable in a court in the United States.

The U.S. Forces (and ultimately the NAFI itself) may be held civilly liable for injuries to the guest, particularly if that guest is a family member or a German National. An injured patron, other than a U.S. civilian employee of the U.S. government, may file a claim under the provision of article VIII, paragraph 5, of the Nato Status of Forces Agreement. Since determinance with the law of the host country, the contributory negligence of the guest in overindulging in alcoholic beverages would not be a bar to the claim (it would be in the claim by a military member or U.S. civilian employee against the U.S. under AR 27-2D). (EurNews article courtesy of Stuttgart Citizen)

Chapter 27 helps club managers

ALEXANDRIA, Va.—On Nov. 15, 1984, Chapter 27, "Club System," was published in CTA 50-909 to give essential feeding messes their own chapter from which to obtain kitchen, dining and common support area equipment and furnishings.

A Consolidated Table of Allowance determines if a particular item is authorized to be procured from appropriated funds for an activity. If the item is listed in a CTA, the item is authorized for acquisition from appropriated funds.

Items listed may be obtained for use by any "NCO/enlisted club or the essential feeding portion of an officers'/consolidated club."

Chapter 27 contains approximately 210 items and is divided into three

parts: Part A—Kitchen—prescribes authority for kitchen, auxiliary and food storage, cafeteria service and short order furnishings and equipment and contains 113 items; Part B—Dining Area—prescribes authority for furnishings, fixtures and equipment for the dining areas of essential messes and contains 54 items so far; Part C—Common Support Area—provides for areas that support the food service operation including restrooms, foyers/entryways, storage areas, hallways, administrative areas and other sections supplementing service and cooking areas and contains 43 items. It does not include bar areas or conference/party rooms not specifically designated for essential feeding functions.

Each listed item has been assigned a Line item number. This number is always a five digit number with a single letter before or after. A LIN with a letter before the number is called a standard LIN, and means that only the brand represented by that number is available. A LIN with the letter following the number is called a non-standard LIN. This means that any similar item is available. An example of non-standard LIN would be LIN 91859N, which is a chair, stacking, upholstered. Any stacking, upholstered chair is available by citing this LIN. You just find the brand you want. If this LIN had the letter before the number, then you could only obtain the brand and style of chair represented by the LIN.

Chapter 27 is not completed as it is an ongoing project. Club managers will play a large part in keeping the list current. The chapter should be reviewed by all managers. Suggesting changes or additions should become a routine part of the manager's job.

The procedure for adding new items is simply to identify and obtain specific data for each item, such as manufacturer's (not vendor) name and address, model number, unit cost, detailed generic description, and a picture or drawing (use of manufacturer's brochure is recommended) of the item. DA Form 2028 (Recommended Changes to Publications) is then filled out (see Chapter 3, AR 310-34). Requests are then forwarded thru command channels to the Director, U.S. Army Equipment Authorizations Review Activity, 5001 Eisenhower Ave., Alexandria, Va. 22333-0001. Processing begins (including coordination with DACF-LS) and within a short time, the item can be added to this chapter.

DACF-LSB will periodically send out lists of new items approved for inclusion in Chapter 27, with interim authority for their acquisition. This will be done to let club managers know of approved changes as soon as possible, and to avoid the delays that occur between the annual printings of Chapter 27.

DACF-LSB will list new items approved for Chapter 27

ALEXANDRIA, Va.—The U.S. Army Equipment Authorizations Review Activity has granted interim authority for those Army clubs designated essential feeding messes to acquire from within current approved operating funds items designated for club use in CTA 50-970.

Over 130 new items—including stainless steel flatware of various patterns, clothing lockers, aluminum pots, plates and rolling pins—have been added to the CTA in recent months, and more will be coming.

Items listed in this CTA tend to be small items for everyday use, as opposed to the non-expendable items listed in CTA 50-909, Chapter 27.

Each item listed represents a specific brand item, though the brand may not be important. For example, "ladle, kitchen, corrosion resistant steel, 15 inches in length, 8 oz rated capacity" has an assigned National Stock Number of 7330-00-248-1153. If you need an eight oz. ladle and the rest of the description matches your needs, it should not matter who makes the ladle.

If a specific ladle brand is re-

quired, however, a procedure is available to obtain it. The first four digits of the NSN are checked against the list of numbers in Appendix A of CTA 50-970. Next to that number are the numbers one, two or three, which reference the footnotes. For any item carrying footnote #1, a substantially similar item would be available as a substitute by citing the NSN, the product requested as a substitute and footnote #1 to APPENDIX A of CTA 50-970.

This procedure greatly expands the flexibility of obtaining CTA items that need to match present items.

Adding items to CTA 50-970 only requires filling out a DA Form 2028 (Recommended Changes to Publications) and providing a manufacturer's brochure (with pictures), prices, model number, unit cost and a generic description. This is sent, through channels, to the Director, U.S. Army Equipment Authorizations Review Activity, 5001 Eisenhower Ave., Alexandria, Va. 22331-0001. Chapter 3 of AR 310-34 explains how to fill out DA Form 2028.



Call a taxi!

Margaret Lipscomb demonstrates the use of the Fort Belvoir Essayons Club's breathalyzer machine. (Castle photo by John McCoy)

Belvoir breathalyzers help club patrons

FORT BELVOIR, Va.—Post clubs are now making it easier for drinkers to determine just how much alcohol they have consumed as part of the Department of the Army's effort to keep drunk drivers off the road.

According to Maj. Walter F. Zaremski, installation club manager at the Morale, Welfare and Recreation Division, "breathalyzer" machines have been installed in all post facilities that serve alcohol, and for 25 cents the machine will tell a person he is "O.K.," should "take it easy," or "don't drive."

Once the quarter is deposited, a person breathes into a tube for a reading, Zaremski said. Green, yellow and red lights then inform the patron what range his blood alcohol content, or BAC, falls under.

The machines, each costing approximately \$1,650, have been in

place at post clubs since Oct. 1, 1984, according to Zaremski. Each facility leases the machines for \$75 a month, he said. Post clubs that now have the breathalyzers are the Essayons Club, the golf facility, the bowling alley, the Sportsman's Club and the officers' club.

The breathalyzers are commercial machines and are not the same as those used by the military police, Zaremski said. The major difference is that the MPs' machines measure a BAC to an exact percentage, whereas the commercial breathalyzer only gives a range of percentage points, he explained. Furthermore, a person must be legally certified to operate the breathalyzers the MPs use.

According to Sp4 James R. O'Brien, traffic accident investigator at the Provost Marshal's Office, people should not assume their

BAC is legal to drive solely because the commercial machines say so. "The commercial machine may indicate a safe level, but our machines give an exact content, and many times it will be over the legal level," he explained.

The clubs' machines all have legal disclaimers on them telling patrons they are only intended to give limits, Zaremski said. "It gives people an idea of whether it is safe or unsafe for them to drive; after that, it's up to their own judgements," he said.

According to Beretta A. Poling, administrative aide at the officer's club, the breathalyzers are convenient and easy to use, and help eliminate patrons' doubts as to their driving abilities. She added that they are permanent fixtures at Fort Belvoir, and should help make a dent in drunk driving.



Fort Hood ACS and health clinic 'help on wheels'

ACS reaches out at Fort Hood

FORT HOOD, Texas—The Reynolds' House and the Hood to You Bus are part of the Fort Hood Army Community Service Outreach Program that is designed to help soldiers and their family members.

The Reynolds' House is a unique ACS outreach facility whose activities emphasize healthy family functioning and prevent child and spouse abuse. Located in the junior enlisted housing area, the Reynolds' House center serves 1,100 participants and conducts 110 programs per month. Its programs involve parenting, health related topics, consumer affairs and classes in employment information, improving family relationships, pre-natal exercises, waiting wives support group, color analysis, cooking and sewing. Many community resources—on and off-post—contribute their expertise to these programs. Using Army Family Advocacy funds enables the Reynolds' House to provide limited no-fee child care for the participants.

Hood to You is an ACS Outreach Program designed to reach the 9,000 junior enlisted soldiers and family members who reside in off-post motor home parks, housing authority facilities and apartment complexes.

Through effective use of ACS volunteers, a two member part-time paid staff provides services using a

29-passenger military bus remodeled for this purpose. In addition to distributing information about Fort Hood, the Hood to You staff arranges classes that are conducted on the bus. Hood to You links the installation to these off-post families and exemplifies the Army's interest in their welfare. The Hood to You bus is scheduled in conjunction with the Health on Wheels operated by MEDDAC. Health on Wheels is a modified motorhome that provides limited health services to include im-

munications for children ages 6 months through 11 years, blood pressure checks, cold and ear infection examinations, height and weight checks and makes referrals to clinics for appointments. In addition to the off-post visits, Health on Wheels also visits the housing areas on Fort Hood.

For more information about these programs, contact **Ms. Sharon Raiford**, Assistant Director ACS, Community Services Division, DPCA, AV 737-8982.

Fort Hood renovates Annex

The Fort Hood Child Development Center Annex, has operated as an hourly care facility since 1978. The WWII vintage building had undergone minor renovation to begin operating as a CDC.

With the advent of Army Regulation 608-10, Child Development Services, in October 1983, came the need to renovate the facility to meet minimum fire, health and safety standards. The "fix or close" directive issued by Department of the Army became the focus for securing installation Minor Construction Review Board funds for the project.

Costing more than \$215,000, the renovation project was contracted in August 1984 and completed Dec. 15, 1984. The DA Child Care Center Design Guide was used in re-design-

ing the facility. There's even a drinking fountain on the outside playground!

During the renovation phase, hourly care services were provided at the main CDC facility. The Annex reopened Jan. 14, 1985 with an increased child capacity at one time of 91. The average daily attendance at the facility is 135. Parents and children's comments have all been positive, ranging from "Wow!" to "it looks brand new!"

Child care on Fort Hood goes back about 36 years, beginning as a two-attendant babysitting service at the hospital. With the recent renovation the installation now has two "brand new" facilities. The other facility, the CDC, opened in No-

See CDC page 29

Fort Hood offers home child care

FORT HOOD, Texas—A love of children and a little initiative can go a long way toward starting a home business at Fort Hood. The Family Child Care Program, which began in September 1984, uses the talents of spouses living in on-post housing to provide quality day care for area children. There are currently 94 children—two years and older—registered and a short waiting list for infants. The FCC is an extension of the Child Development Program at the Child Development Center, which has a waiting list of 1,100 children.

At a time when reported incidences of child abuse and neglect abound, the FCC program offers potential day care providers a chance to prove themselves through a thorough certification program. The program, offered to all individuals providing day care in on-post housing, is broken into three phases.

Phase one encompasses completing application forms, attending first aid and orientation classes and submitting daily activities and menu schedules. During this phase, home

visitations by fire and safety officials are conducted. Background investigations on the child care provider and the person's family members are also initiated at this time.

In phase two, the child care provider is issued provisional certification. This certification is awarded following a final visit by FCC personnel, fire and safety officials and a community health nurse. Once all the requirements have been met—a process that takes about six weeks—final certification is awarded.

In phase three, FCC child care providers are required to complete 16 hours of additional training within a year of becoming certified. Child care providers are reinspected periodically to ensure FCC standards are met.

There's no cost for being certified through FCC other than the initial expense of child-proofing the home and setting up the play area. According to one FCC home care provider, once set up, the business of child care can be profitable in many ways. The program also provides assistance with the business end of running home child care.

For more information about this program, contact **Ms. Yveta Phillips**, Child Development Services Coordinator, Community Services Division, DPCA, AV 737-7130.



Vincent Williams, son of SFC and Mrs. Vannie Williams, learns guarding the ball. (Photo by Robert Austin Jr.)

ITT to offer complete travel service

FORT HOOD, Texas—The Fort Hood Information, Tour and Travel Office and the Scheduled Airline Traffic Office are consolidating to become the first complete one-stop travel service on a military installation.

CDC, from page 28

ember 1983 with a capacity of 199 and was the first of its kind to be built with appropriated funds in the continental United States. In August 1984, a family child care pilot program of 30 homes was implemented. Fort Hood has come a long way in meeting the child care needs of military families.

(For information about the annex, contact **Ms. Yveta Phillips**, Child Development Services Coordinator, Community Services Division, DPCA, AV 737-7130.

The consolidation will give customers access to any tour offered in the world. ITT will assist members of the military community to plan their leisure-time travel and recreation.

The consolidated ITT and SATO will also continue to provide services from the University of Texas Ticketmaster System that upgraded its services recently for the soldiers and families at Fort Hood. Fort Hood now has its own University of Texas Ticketmaster Computer outlet giving Fort Hood residents direct access to tickets for any show or sporting event on the expanding system. The ticketmaster computer can display all available seats for client selection.

SATO has access to commercial airline facilities that are available for both official duty and unofficial use.

With the incorporated services of SATO and ITT, the military community will have a complete travel service that includes ticketing, cruise-booking capability, group and individual airline tours, hotel and motel reservations, plus optional features such as sightseeing and horseback riding. As an added service, ITT accepts VISA and MASTERCARD.

The consolidation will boost locally generated income since ITT will receive 100 percent of all ground commissions (surface travel, hotel reservations, car rentals) that occur when groups and individuals include these services in making transportation reservations through SATO. A grand opening is planned this month. For more information, contact Ms. Shirley Booker, ITT Director, MSAD, DPCA, AV 737-4636.

Fort Huachuca opens prototype child care center

Photos and story by Francis Biere

FORT HUACHUCA, Ariz.—A new child care facility that is a prototype for the Army opened here in January. At a cost of \$3 million and thousands of hours in research, the 23,000-square foot facility is the first of its kind anywhere in the military.

In 1981, a GAO report found that health, safety and fire standards for child care facilities needed to be improved and standardized. All that has changed as a result of a new regulation governing child care.

"The whole concept of child care has changed from custodial care to a developmental concept that addresses each child's social, emotional, physical and cognitive inherent needs and growth. This is accomplished through the actual design of each classroom and then supported with age-appropriate curriculums and structured lesson plans and activity schedules," said Pat Johnson, acting coordinator of the New Beginnings Child Development Center.

"The key is this—along with the developmental design—is that everything is age-appropriate. The design of the Fort Huachuca facility keeps this in mind."

"Classrooms are specifically designed for four age groups; infants (6 weeks to 18 months), toddlers (18 months to 3 years), preschool (3 to 5



Smile!

Most toddlers have a few things in common. These three (from left), Carl Wilker, Krista Adams and Cris Morales, are extremely curious and interested in having their pictures taken. They are taking advantage of the playground developmentally geared toward their age group.

years) and school age children (5 to 12 years)," Johnson said.

With a few exceptions, the entire facility itself is designed with children in mind. The reception area contains everything at child-level. And the areas for each of the four age groups are built according to sizes of children in each age group. These areas are also designed on developmental aspects geared towards each of the four groups—down to the colors and designs on the walls.

"We need to help in the development of our children now instead of repairing them later. A lot of the children in our day care centers now will be our military force in the future. Approximately 60 percent of our soldiers in the Army now were family members before they became active duty," Johnson said.

According to Johnson and others in the field, one of the most important aspects of quality child care is that of soldier readiness. "Approximately 53,000 children a day are entrusted to Army child care facilities. There are more active duty couples and single parent soldiers in the Army than soldiers without children. The need was growing and still is," Johnson added.

The study and subsequent regulation determined that the Army has very unique needs in child care that are not met by facilities in the private sector. Both the study and regulation state that Army child care facilities have to care for the infants, have flexible schedules and long hours, have an hourly care program as well as a full day program

and provide before and after school programs for children.

Major changes in child care regulations, according to Johnson, are reflected in the building and operation of the Fort Huachuca facility. "The new regulation established minimum facility and program standards in terms of health, safety and facilities and establishment of program standards, professional staffing and curriculum and lesson plans geared to age groups. The new regulation expands the field of family home day care programs for families who do child care in their quarters and expands horizons of child care services.

"The Fort Huachuca facility was well ahead of the game and was already into the construction program before the regulation became effective. In other words, this new facility encompasses all of these things."

According to Johnson, the design of the child care center itself was based on a number of things; the developmental growth of the child, expert input from top-ranking professionals in the field of child care and creating an open, comfortable and safe environment. "This is particularly important due to the recent cases of child abuse and neglect.

"Here, parents are encouraged to spend time in the classroom with their child as opposed to hurriedly dropping them off. All classroom doors are equipped with windows that are child-level and large wall windows, making it easier to view activities," she said.

(Adapted from Huachuca Scout article)



Jimmy Elhard, part of the hourly toddlers class, takes advantage of toys that are designed for his age group.

Dugway library pigs out

DUGWAY PROVING GROUND, Utah—Children's Book Week was first established in 1919 by the American Booksellers Association through the efforts of the American Publisher Frederic Melcher.

The Children's Book Council works with publishers of children's books to call attention to children's book week and to remind the public of the importance of good books in children's lives.

This year a very special guest brought the week alive for patrons of the Post Library, Tech Library, Dugway Elementary School and the Dugway Child Development Center.

Miss Penelope Pig was out and about spreading the word to "Pig Out On Books!" the theme for this year's observance. (*Article courtesy of Dugway Proving Ground Sampler.*)



Lt. Col. Harold Klobé, Director of Personnel and Community Activities and Post Librarian Leola Liddiard welcome Miss Penelope Pig to the post library for Children's Book Week celebration.

ACS helps foreign-born become American citizens

by Erika Burt

FORT CARSON, Colo.—Citizenship is something that most of us take for granted.

Those of us who were born in America learned United States history and government in high school and through the years have probably forgotten most of it. We can recite the Pledge of Allegiance, know that Columbus discovered America and know America's birthdate was 1776. But, how many of us know what freedoms are guaranteed by the first 10 amendments to the Constitution of the United States (the Bill of Rights)? This could be one of the many questions asked of anyone taking the test to become a naturalized citizen of the United States.

"The first point of contact at Fort Carson regarding immigration and naturalization questions should be the Family Assistance Office (HELP Office) in the Army Community Service building," states Zabeth Blanchard, Social Services assistant at the office.

"To become a U.S. citizen you

must have been a lawful permanent resident of the United States for five years at the same time possessing an alien registration card, or three years if married to and living with a U.S. citizen-servicemember as a lawful resident with an alien registration card. In addition, if you are applying for citizenship in the state of Colorado you must meet a six month's residency requirement."

"There are exceptions to the general requirements," says Blanchard. "For instance, if the servicemember is due to PCS overseas and he or she meets all the general requirements and has a copy of PCS orders, that person needs to contact this office so we can supply additional forms with the application."

Spouses of those members due to PCS who are planning on accompanying them can also qualify for expedited applications with all the general requirements being waived.

Blanchard urges individuals to contact the Family Assistance Office before any paperwork is submitted. A complete application and information on obtaining photo-

graphs and fingerprints can be picked up there.

"Probably the most frustrating factor in applying for naturalization is the waiting period," expressed Blanchard. "If the application is correct and complete the waiting period for taking the oral test will be from three to five months. Approximately two or three months later, the Oath of Allegiance will be given. Finally, you will become a naturalized citizen of the United States of America!"

ACS offers a six-week course in citizenship that covers many questions dealing with the Constitution and the federal government. ACS is here to HELP.

Seven students received diplomas recently for completing and passing the fall course. They were Sonia Renfro from New Zealand; Maria Mindoro, Germany; Brigit McNett, Germany; Lum Jones, Thailand; Indiania Vasquez, Nicaragua; Olga Gieryc, Panama; and Kyong Olivas, Korea.

(*Adapted from Fort Carson, Colo. Mountaineer.*)

Do-it-yourself and save

With the help of craft shop director Oliver Taylor, MSgt. Larry Biddle, HHC, 7th Signal Brigade, adjusts the timing on his Triumph TR-7. Biddle was one of the first customers at Coleman's new auto crafts shop that opened in December. Two trained instructors are on hand to offer assistance in the shop, which has four bays and one pit. All customers, however, must bring complete repair parts as there are no parts or supplies available for purchase at the shop. The fee for using one of the bays is \$1 per hour. (Mannheim Messenger photo by Jimmy Carter)



Recreation centers:

Army recreation center workshop emphasizes marketing, visibility and program commitment

by Bob McKeta

FORT BENNING, Ga.—Creative programming—marketing benefits—program commitment—professional pride—state of the art trends—and visibility were major discussion topics at the TRADOC-sponsored Recreation Center Directors Management Training Workshop conducted at Fort Benning in F/Y 1984.

The need for attention to these same topics still exists in FY 85, and will continue to exist in the future. Recently recreation centers have been in a transitory state trying to respond to shifts in trends, needs and changes in the composition of the military community. And, to some extent, to pinpoint the identity and role of the recreation center in the community. One of the major workshop goals was to identify this role, and discuss its effect on the community being served.

The workforce and the demography of the military community have changed significantly. More single parents, a rising number of spouses working, an increased number of enlisted married service members and a community concerned with personal development challenge the installation recreation center staff.

These challenging changes were surfaced at the workshop, and approaches were discussed that must be implemented if the recreation center is going to provide quality services to the community.

Creativity and marketing count

The importance of creativity and marketing were discussed in detail. Creativity and marketing involves risks but certain risks have to be taken to rise above routine planning. The military community knows what leisure and recreation opportunities are available, and has varied educational and social experiences. We must offer more than a repetitive, mundane program if we hope to cater to more than just the casual user. Support and encouragement must be offered the professional staff to attempt new programs. Those programs that are less than fully successful, particularly at the first offering, should not reflect negatively on the staff. Some time must be allowed for program acceptance and growth.

During this presentation on "Marketing Strategies," Col. Arthur L. Brooke (Ret), previously the Director of Personnel and Com-

munity Activities (DPCA), Fort Gordon, Ga., cited the importance of having a marketing plan and knowing who our competition is. He pointed out that "programs can not be marketed by confining ourselves to the facility; these is a wealth of information readily available through contacts with various community groups, agencies, universities and similar resources. The main requirement: investment of time." Placing a monthly calendar of events in the facility entrance or putting a news release in the post newspaper is not marketing per se; it is a start. Brooke further stated we have to ask the basic question, "Are we putting out information or promotion?"

Program expectations were also discussed. Participants in programs should expect to benefit, whether by changing an attitude or opinion, learning a skill, developing intellectually, changing behavior or increasing wellness (health and physical fitness).

We must understand our audience before we can effectively program. While there is a belief that we are programming for the whole community, this is not possible. The nature

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of the program (e.g., country/western show, discussion on wellness) provides some built in limits by appealing to a segment of the population.

Programming oriented towards food such as pizza nights, should not be offered as a major scheduled program. These activities should support the major program. A singular minor game such as Uno, darts or cribbage should not be scheduled as a "stand alone" activity. Similarly, offering a video movie as a major program is not encouraged. These programs are useful as program supplements but they do not reflect the skills or programming expertise expected of the professional recreator.

Contemporary activities

An informed audience is continually seeking involvement in contemporary activities. The recreation center has the same responsibilities, only on a larger scale. Trends tend to change quickly, and if we are slow to react, we miss an opportunity to serve the community. Harriet Rice, HQs V Corps Recreation Center Director, USAREUR, discussed the importance of trends, stating "You must become personally involved with activities being promoted both in and outside the government. The sources available are unlimited, ranging from the airlines, commercial recreation activities and YMCA's to fast food franchises,

large retailers and universities." She encouraged participants to become involved with others outside the community for a first hand look at how they respond to trends, how they market their programs and how they establish fees.

Carol Geidel, Recreation Center Director, McChord AFB, Wash., re-emphasized the importance of trends and how the role of the recreation center had become the focal point for recreation resource information. She stated that "customers have specific needs and interests, and if we don't respond to their needs they will seek commercial resources." Present Air Force trends involve leisure education classes in outdoor recreation, physical fitness, musical arts, multi-culturalism and high adventure activities.

Participants were asked to constructively evaluate their facility. Is it modern, with an inviting atmosphere that participants would desire to be in even when no activities are scheduled? While it is true quality programming should be emphasized, the importance of a quality facility cannot be overstated. A marginal program will be enhanced by attractive surroundings; it may fail in a mediocre facility. Considerable upgrading can be accomplished with minimal investment. **Dave Ranson**, Applied Design, Navy Recreation Services, vividly illustrated the use of colors and graphics to dramatically change the appearance of a facility. He cited the unlimited community resources available for ideas, and encouraged participants

to visit newly constructed or renovated facilities in the immediate community as a starting point.

Participants were encouraged to "toot their own horn" to gain visibility. Although many quality programs are conducted, there is little follow-up once activities are completed. Timely follow-up informs the public and also provides an outlet to inform others of the program they missed. There should be as much importance devoted to follow-up as there is to the promotion effort.

People tend to identify with an activity or facility. This is relatively easy when you discuss golf, bowling or woodworking. It becomes more complex when you discuss recreation centers. The center can reach all segments of the military community, including youth. The change in the demography necessitates a community activities center approach, planning based on multi-use, offering diversified daily activities and maximizing resources. This planning encompasses the marketing, programming and creative techniques that together provide a quality experience or benefit for the participant. The range of programs is unlimited; while resources drive the program to some extent, the end result parallels the initiatives and commitment of the assigned staff.

The wrapup session emphasizes commitment to the job and the recreation profession. There must be a sense of pride in the programs we offer, the facilities we maintain and the appearance of ourselves and staff. We should continually ask the question "Are we professional in our delivery of services to the military community?

While it is necessary for the center staff to evaluate the services being provided, no plan for improving or upgrading the program will succeed without the support of top level management. Staff level personnel, particularly at the Morale Support Officer (MSO) and Director of Personnel and Community activities (DPCA) level, must be actively involved, monitoring the program and providing the resources to give the community more than routine programs.

(Bob McKeta is program manager, Physical Activities Division, USACFSC)



Community XO, Lt. Col. Robert Cato, is one of the first skaters who test the quality of wood in the Augsburg military community roller-skating rink. (Photo by Robert Herlitz)

Family fitness center opens at Schofield

by Steaphanie Douglas

SCHOFIELD, Hawaii—As part of a continuing effort to include the whole family concept to Army life, the Army in Hawaii has opened a free Family Fitness Center at Schofield Barracks that is operating successfully.

According to **Rob LaRosa**, service director of the fitness center, "We started the fitness center on Oct. 15, and at that time we had 32 ladies using the facility. Now one month later, there are 175 men and women involved in various programs. These 175 people are all showing progress. I would call this a massive success," stated LaRosa.

"I'm satisfied with providing individualized help that is obviously causing a snowball affect toward improving the quality of life for the Army. The Family Fitness Center is contagious," added LaRosa.

LaRosa deals with five basic ideas:

- cardio fitness
- weight control

Family Fitness

Handbook available

By Larry Bryant

WASHINGTON—Where can an Army family member find useful, comprehensive and authoritative information on how to pursue a program of physical fitness and nutrition at the family level?

Strangely enough, in a Department of the Army pamphlet—the newly published DA Pamphlet 350-21 (Family Fitness Handbook). This long-awaited companion to DA Pamphlet 350-18 (The Individual's Handbook on Physical Fitness) leaves no other pertinent question unanswered when it comes to the ways and means for improving family fitness.

Its information proceeds with illustrations; simple, entertaining prose and the blessing of the President's Council on Physical Fitness and Sports.

From its spicy introduction called "Your Family Fitness Recipe Card," you can get a feel for the

See HANDBOOK page 35

- skeletal muscles
- relaxation and cosmetic effect
- group activities

Behavior modification is the main factor LaRosa has to concentrate on. Everyone needs a certain place to go and conduct maintenance on their bodies. The fitness center is one of those places.

"There are a total of 168 hours in a week. By simply setting aside one of those hours to fitness, you can live a much more healthy and active life," explained LaRosa. "All I'm asking for is about 20 minutes three times a week."

The Family Fitness Center is located in building 2010 on Schofield. It's open Monday through Friday from 8 a.m. to noon, and re-opens from 6:30 p.m. to 8:30 p.m. On Saturdays, the hours are 10 a.m. to 4 p.m., and Sundays 1 p.m. to 4 p.m.

Since the Army Fitness Center is geared for the Army family, it's open to all active duty, retired military and their family members, also Department of the Army civilians. However, LaRosa recommends children who come to the fitness center be 10 years old, or older.

"I try to educate people, and get them competent in fitness. The main people I am interested in are the ones who haven't been touched by fitness before. Others who have been involved with fitness previously make my job easier. They are influential themselves because they are a walking evangelism of fitness.

The center offers aerobics, interval training, diet counselling and individualized work-out program.

(Adapted from a Hawaii Army Weekly article.)



'Patron' being instructed on proper use of machine. (U.S. Army photo)

Post civilian employees urged to use fitness centers

by Becky Winters

FORT BENNING, Ga.—Civilian employees who are interested in physical fitness can take advantage of the many gyms at Fort Benning.

The building four fitness center has all the equipment needed for a complete workout, as well as trained personnel to help tailor a fitness program to every individual's needs.

"If you are interested in weight gain or loss, or just cardiovascular exercise, the equipment is here to begin a program," said Sgt. Michael Beasley, a physical activities specialist and physical fitness trainer at the center.

The center has a complete line of Nautilus equipment, as well as Treadex running and walking machines, free weights and exercise bicycles. If you are not familiar with the equipment, center personnel will take you through a workout and design a program especially for you.

According to Beasley, the Nautilus equipment builds muscles, firms, tones, improves strength, range of motion, flexibility and endurance, but it does not help you lose weight.

"The type of exercise you do on the Nautilus is called anaerobic, meaning it does not burn calories. But you will see the benefits of this type of exercise program in lost inches, as your clothes become looser," he explained.

A fitness assessment is prepared

for everyone upon their initial visit to the center. It takes into consideration your physical condition and your exercise goals. From there, an exercise program is then custom-tailored to help you meet your goals.

If you want to lose weight, Beasley said, then some type of aerobic, exercise is recommended. The Treadex treadmill and the stationary exercise bicycles are both excellent aerobic exercise systems.

Of course, in any exercise program geared to lose weight, you must use a combination of exercise and dieting. Beasley has several handouts concerning nutritional foods and diet plans to assist people who need such a program.

In any program don't expect to lose weight right away. "The scales are a person's worst enemy when beginning a program," Beasley said. "I encourage people to stay away from them, because it takes from 60 to 90 days before they will see results from an exercise program."

For those who think they don't have time, Beasley said the Nautilus workout takes 35 to 40 minutes a day and should be repeated three times per week. If this is done in conjunction with a seven-day-per-week aerobic workout such as walking or running, then the individual will see some positive results.

Physical fitness has many benefits besides simply weight loss. A person



will improve his cardiovascular fitness, feel more alert and energetic, and self image will improve as overall health improves.

For civilians who do not work near building 4, there are other gyms available for them to use. Post gyms include Bryant Wells, Audie Murphy, Kelley Hill, Harmony Church, Santiago, and there is an exercise room on the 9th floor at Martin Army Community Hospital.

The fitness center is open from 10 a.m. until 8 p.m. Monday through Friday. Other post gyms are open from 11 a.m. to 9 p.m. on weekdays, and from 11 a.m. to 7 p.m. on weekends.

(Article courtesy Fort Benning Bayonet.)

HANDBOOK, from page 34

pamphlet's 128 pages of philosophy, practical tips and positive reinforcement:

- "Degree: Moderate to Intense.
- "How long: lifetime.
- "Mix together: sleep, balanced diet, work.
- "Spices needed: exercise, recreation.
- "Frost with a generous amount of: relaxation.
- "Use daily, and serve to each family member. This recipe has no calories, is not fattening, and leads to a healthier, happier life."

Does the handbook live up to its promises? Well, you'll have to judge for yourself—based on a full review of its contents and on a fair applica-

tion of its dos-and-don'ts with its rule and basics.

As you move from Chapter 1 (Why Be Fit?) through Chapter 2 (Family Assessment), you'll be ready to design your own fitness program from the pointers in Chapter 3. Then, in Chapter 4, you'll find choices on sports activities geared to family participation. Chapter 5 tells you all about nutrition and weight control, while Chapter 6 reviews "Dressing Right for the Active Life."

Women should find Chapter 7 (Special Considerations for Women) right on target for their needs. Chapter 8 explains how not to let stress get you down, leading into the last chapter (Substance Abuse) and

into the 15 appendixes. The appendixes cover everything from concerns of older persons to dieting to wise spending habits in the grocery.

Eventually, your local MSO library should have a copy of this soon-to-be "best seller" training publication. Its initial distribution to active and Reserve component units is already under way. Officials say they would like to see a copy in every household in the Total Army.

As with its companion handbook on individual fitness, this family-oriented version sets the standard by which other government agencies may pursue a health and fitness program for their personnel.

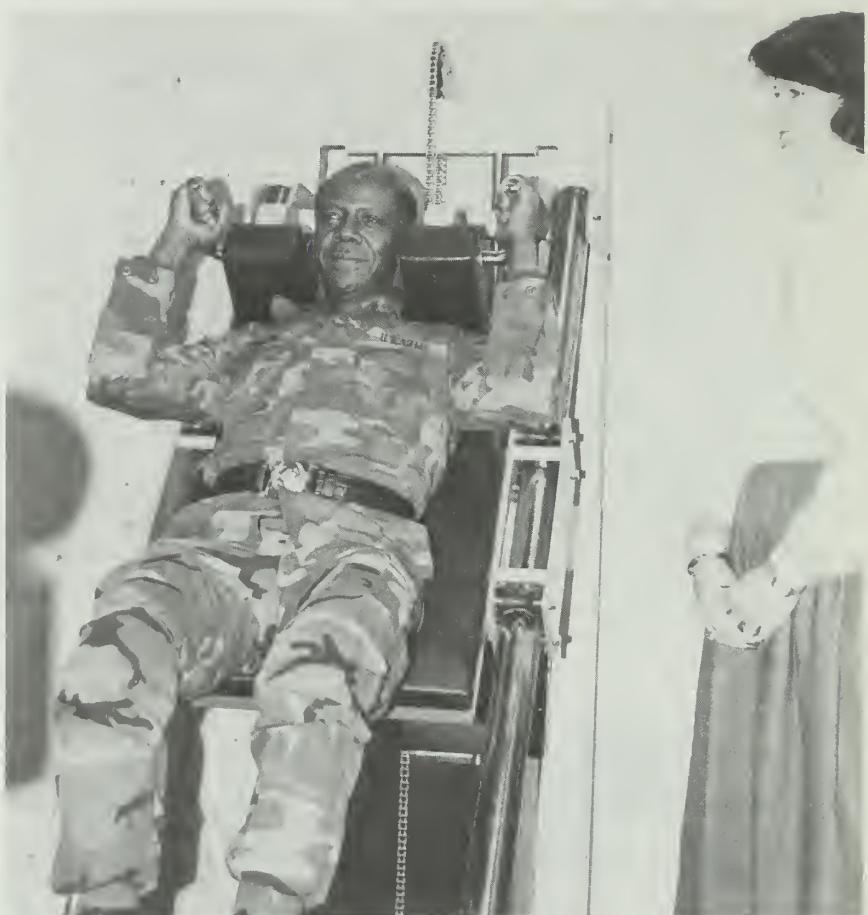
(ARNEWS: Bryant is a staff writer for the Army News Service in Washington.)

Bamberg celebrates 'grand slam' of new facilities

BAMBERG, West Germany—The Bamberg Military Community celebrated a combined grand opening of three new or newly renovated facilities Feb. 14. Dubbed a "Grand Slam" by the Community Commander, Brig. Gen. Isaac D. Smith, the festivities began with the ribbon-cutting to the new John F. Kennedy gymnasium weight room. The new weight room houses 18 Galaxy machines and six Nautilus machines for a maximum user capacity of 34 people.¹

The men's locker room was the next new addition viewed by the Bamberg Community members present at the grand opening celebration.

A brand new drop-in child care center was next on the ribbon-cutting agenda. Child Development Center III will offer a daytime alternative for child care and can be used on a drop-in basis, space permitting. The CDC III has a capacity of 25 children and provides care for children on an intermittent, hourly basis. The center benefits the community, not only because of the additional care it will offer its children, but also because of the affordable rates. For E-5s and below, there is a 50 cents per hour charge per child. For E-6s and above, the cost is 75 cents.



BG General Isaac D. Smith tries out one of the new Galaxy machines at the JFK weight room on Warner

Barracks, Bamberg. Caroline Brown, instructor, looks on. (U.S. Army photo)

Bamberg MSAD improves physical activities branch

BAMBERG, West Germany—The Morale Support Activities Division in Bamberg recently created the Physical Activities Branch to supervise sports; bowling; information, tours and travel and outdoor recreation. The ITT and outdoor rec branches were brought under one roof, offering many tours and trips that utilize supplies and equipment of both branches.

The centrally located office of Warner barracks has increased the patronage traffic for both branches. ITT generated \$26,000 for fiscal year 1984 and is expected to do even better in FY 85. Commercial airline and worldwide hotel reservation services have also been added to Bamberg ITT's offerings. Reservations can be made in a matter of

minutes via ITT's new Telex system.

Since employees of ITT and outdoor rec are cross-trained for both programs, a cohesiveness has been created between the two activities.

The Bamberg sports branch offers a wide range of sports programs to stimulate the interest of its eligible personnel. Program opportunities are offered in 29 different sports leading to community level championships and sometimes to VII Corps and United States Army, Europe championships. Not only do these activities stimulate interest, but they dramatically increase unit level participation. Numerous structured and training programs encourage participation in physical fitness. Also, for individuals who do not wish to participate in group struc-

tured programs, ample facilities are available and will continue to improve for self-directed activities.

Under a three-phase, five-year plan, a number of new sports facilities will be offered to the Bamberg Military Community.

With Phase I well under way, the following improvements have been completed: construction of two new racquetball courts at the May Hall Gym; construction of new weight room in the JFK Gymnasium (located on Warner Barracks) at a cost of \$60,000; renovation of JFK gym, including new roofing, insulation and paint at a cost of \$215,000 and construction of showers and dressing area at the Physical Fitness Center (Warner Barracks) at a cost of \$70,000.

A Dream for shop instructors

by Kath Vantran

FORT MEADE, Md.—Many individuals find work a drudgery—something necessary to provide food, shelter and clothing.

Joe Wright and Tom Roche are among the few who enjoy what they do eight hours a day.

Both provide training instruction at the Arts and Crafts Center here as well as filling the role of supervisor.

Wright is a training instructor at the automobile shop while Roche instructs individuals in the woodcraft shop.

A native of Georgia, Wright began work with the auto shop six years ago.

"I manage a do-it-yourself auto repair shop," stated Wright.

"We furnish all the tools (diagnostic equipment, hand tools). We have an adequate supply of everything they would need," stressed Wright.

The auto shop also provides technical assistance to the patron.

"That is if an individual comes in (to the shop) and doesn't know what to do we'll suggest a procedure to take," explained Wright.

Wright works with five other instructors.

"We (instructors) alternate teaching the Automotive Safety Course, a prerequisite to using the auto shop," said Wright.

The course is held 7 p.m. every Friday at the Arts and Crafts Center.

"Individuals are required to come to one class before using the facility," stated Wright.

"At the class we brief patrons on

what to expect from us and what we expect from them. We'll also demonstrate some of the equipment such as the lifts," noted Wright.

Although there is no fee for the course, there is a charge to use the bays, according to Wright.

A six-day a week operation, the auto shop averages about 50 vehicles per day, according to Wright.

Wright noted that although patrons do everything from rebuilding engines all the way down to changing tires, the most common jobs are tune ups and oil changes.

"You'd be surprised what they do here," laughed Wright. "They work on all types of cars. We had a patron who took a 1976 Pinto wagon and put a 1929 Mercedes Benz body on it."

Wright spent 30 years in the Army. He served as an instructor at the Ordnance School at Aberdeen Proving Ground.

"Most of my Army career was in auto mechanics. I continued in this field because I like working with people," said Wright.

Roche began working at the woodcraft section of the Arts and Crafts Center on a part-time basis while serving in the Navy here.

"I've always messed around in wood so when I was stationed here in 1978 one of my first stops was at the woodcraft shop to get a safety card," said Roche.

"It was almost at the point to where I was either at work or here. That's why I got the part-time job."

"Then the full-time opening came about and the guy in charge asked me if I was interested."



"It was a dream come true—how can you get paid to do something you enjoy? I didn't even consider anything else because I was happy with what I was doing," said the Massachusetts native.

Roche retired from the Navy in 1982 and began a full-time position with the woodcraft shop.

Like the auto shop, the woodcraft shop has a mandatory safety class for would-be patrons.

"Every shop has their own rules. We have an extensive orientation on the use of equipment—primarily on the table saw," added Roche.

Roche considers the table saw to be the potentially most dangerous piece of equipment in the house.

"During the class I tell patrons that 'this machine hates your guts.' I go on to say 'it's waiting for you to make a mistake so it can show you how much it hates you,'" Roche stressed.

There is no fee to use the shop but the shop does have wood for sale. Roche enjoys seeing a piece of wood being made into something.

"It makes you feel good to take a piece of nothing and make it into something useful."

(Adapted from Fort Meade Soundoff article.)

West Point hosts interservice photography contest

WEST POINT, N.Y.—Judges of the 20th Interservice Photography Contest held Jan. 19 at West Point, N.Y., unanimously chose as "best of show" a transparency of the Vietnam Memorial entitled "And We Remember." Airman First Class Robert Baker from Scott Air Force Base had submitted his winning entry in the color transparency, creative effects category.

Judging the Interservice Photog-

raphy Contest, hosted this year by the Army, were Nick Zungoli, a national award-winning photographer; George Schaub, a contributing editor of such photography publications as "Photographers Forum" and "Darkroom Photography" and Dennis Simonetti, an international photography exhibitor, lecturer and publisher.

The Air Force won the highest point score with 65 points and therefore received the Service Award, a

silver bowl; the Army was second with 59 points and Navy was third with 20 points.

Entries were grouped into black and white prints and color prints. Each group had four categories—military life, people, nature/scenic and creative effects. Only 36 entries were accepted for show in each of the four categories.

Winning entries are being exhibited at the Pentagon from March 22 through April 5.

Single parents:

Can they handle both kids and Army life?

by Arnett Barksdale

FORT LEWIS, Wash.—Family lifestyles and trends in the Army often mirror, to a certain degree, changes in American society as a whole.

For instance, out of the 31.5 million families with children in the nation, 6.6 million are now headed by a single parent. This is up from the 3.3 million sole parent homes in 1970, according to the latest Census Bureau statistics.

Likewise, single parenthood in the Army is on the increase. There are now about 10,000 single parents in the Army, a 47-percent increase from a decade ago.

Raising a family by yourself can be difficult for anyone. Combining that task with soldiering may be even more challenging.

With a third of soldiers' children three years of age or younger, some authorities are concerned that single parenthood in the service damages the Army's mobility and troop deployment. They also question whether the Army environment is a good one for a single parent to raise a family.

"Some of the problems facing one-parent families in the Army include overseas hardship tours, such as Korea and Turkey, where family members can't go at government expense," explains SSgt. Charles Avant, recruiting station commander at the Tacoma Mall. "And, a soldier can also be stationed stateside in a unit that often deploys to the field or is constantly on alert."

This country has more single mothers than fathers—a ratio of 9 to 1—but fathers are the number one sole parents in the Army. SSgt. Charles McWay, 1/11th FA, shares Avant's concerns.

"I deploy to the field for training exercises regularly, sometimes for long periods," says McWay, who is the father of boys aged 8 and 5. "But finding child care doesn't present as much of a hassle for me as just the absence, of being away from my kids. My oldest is doing okay in school, but I wish I could be with him more."

These are some of the reasons, the

Army developed AR 601-210, which states that an unmarried parent with custody of children cannot enlist.

But, says Avant, "If the child of a single parent has been legally placed in the custody of someone else by state or federal documentation, then that parent can enlist."

"The child must remain in this custody for the duration of the parent's enlistment term."

However, there are certain circumstances where the active duty parent can regain custody of the child, Avant said. Among these are illness or death of the legal guardian, and guardian's loss of income. But the circumstances will be thoroughly checked before approval is given.

"I feel the regulation is a good one," Avant said, "because of the separation of families during basic training and AIT. Also there are the overseas assignments where children can't accompany the parent."

Nevertheless, some experienced soldiers here are convinced that both parent and military obligations can be juggled and met with a coordinated effort.

Says 2nd Bde CSM James Ledford, "I've seen examples where some single parents use this parental matter as an excuse to get out of duty. But as a whole I see sole parents as nothing that would hinder the Army from accomplishing its mission, as long as the parents make prior arrangements for care of the children."

The Sergeant Major, whose unit regularly goes to the field, added that it all depends on the parent and how he or she perceives the responsibilities to be.

Another regulation that impacts on families is the one that requires two years' service before on-post housing is authorized. Sgt. Sandra Delaney, 80th Ord Bn, mother of three, feels that this policy placed a burden on her.

"I've been stationed in places where the cost of living was higher than it is here and trying to find a decent, affordable apartment was

difficult and time consuming," she said. "Even though the Army compensates soldiers by giving us a Variable Housing Allowance, in high cost of living areas it's just not enough."

"During these times when I was apartment hunting I had to leave the kids with my sister for about nine months. Although my daughters are old enough to know that it's all part of the job, I regret moments like that when we're not together."

Not having a father figure around the house also contributes to Delaney's uneasiness.

"I am divorced and I wonder what effects the absence of their father has on the kids (she's been without a husband for two years). Then at times the military separates us and, boy, I really worry about how they are getting along without me."

Shauna Whitworth, while she was the director of research for the Military Family Resource Center, told a House Select Committee that research offers conflicting reports about the actual effects of one-parent families on children. (Editor's note: Whitworth is now the Family Liaison Officer for the Deputy Chief of Staff for Personnel.)

Whitworth supervised an Army study of 258 families of which a hundred had experienced absence of a father and found that two-thirds of them had child-related problems that required professional help.

"In a two-parent home, there are two adults to share responsibilities of maintaining a house," Whitworth said. "They also share the emotional burdens of a family in matters of discipline and other types of decision-making, as well as in the enforcement and consequences of those decisions."

"A single parent must shoulder all these responsibilities . . . Grocery shopping and clothes washing, for instance, must be sandwiched in between a job and taking a child to the doctor. This amount of work and emotional responsibility some-

See SINGLE page 39

'Superdad' tackles the job of two

by Heidi Arnett

PANAMA—With the growing trend in our society toward the single-parent family, it should be no surprise to see that trend reflected in the Army as well.

Stationed around the globe are a significant number of families who, as a result of death, divorce or other circumstances are functioning with only one adult in the home.

SSgt. Larry O'Neil, a chaplain's assistant, is the head of one such household. He is a single parent whose faith and perseverance brought him and his family through a personal tragedy together.

O'Neil was a mess sergeant at Fort Sill, Okla., when he lost his wife to Lupus disease four years ago. He was left to play the roles of both parents to three sons, the youngest only four years old.

"The doctors gave her a year to live, so I took a secondary MOS and became a chaplain's assistant," said O'Neil. "That gave me the time I needed to prepare myself, as well as the boys, for her sickness."

When his wife died eight months later, O'Neil found that throwing himself into the care of his sons helped to bury his grief.

Anger and grief are common emotional reactions to the loss of a spouse, but loneliness runs a close third as former "friends of the family" find the situation awkward. Without realizing it, they cut off a person who, sometimes desperately,

needs to talk out his or her loss.

"The loneliness of that empty space just eats away at you," said O'Neil, who was fortunate enough to have a friend come all the way from Nevada to help him through the first days.

"After that I got so involved in cooking, cleaning and coaching the kids' after-school activities that I didn't give myself time to think," he remembers.

Feeling that the people in the community were waiting for him to fail, or for his boys to show signs of neglect, O'Neil was determined to prove he could handle the job.

Parenthood further complicates the difficulties that surround a death or a divorce.

The single parent must try to guide the children through the questions of why and how, with little time to come to grips with those questions personally.

"We've always talked things out. When my wife was still alive we went over the whole thing with the boys even though the two youngest didn't understand it all very well. We still have 'team meetings' to work out our problems," O'Neil said.

"Superdad" might be a good nickname for O'Neil. Although arriving here only four months ago, he is on the AG softball team, officiates baseball and coaches little league baseball and basketball for his two youngest sons.

there are just too many things the military does to help families for it to be a real problem for anyone. You may have minor problems organizing and keeping the family together by yourself, but being in the military poses no problem from where I see it."

The view of most commanders and soldiers seems to be that single parent families and the Army can continue to work together with no major conflicts.

But probably more than in civilian life, it takes extra effort and commitment by both the parent and the employer.

(Article courtesy of Fort Lewis Ranger.)



SSgt. Larry O'Neil relaxes with his two youngest sons, Larry and Kenneth, for a few moments before heading to the little league baseball field. (Panama Banner photo by Heidi Arnett)

Jim (Jimbo), Kenneth and Larry Christian, are O'Neil's pride and joy. Aged 14, 11, and eight respectively, the oldest is the only violin player at Curundu Jr. High, while the two younger boys are more interested in outdoor activities.

The 24-hour job of raising a family and working takes a toll on single parents, and the mental and physical stress is sometimes too much.

"After a while the working, washing and ironing made me angry. I'd fall into bed at night and realize I had nobody to listen to me, and nothing to look forward to in the morning but the same," said O'Neil.

There are certain healing steps that must be taken, not in order to forget the loss of a parent and spouse, but to put the past in its place and begin to build new tradition.

For O'Neil, a big healing step was to request a move to Panama, although Oklahoma was "home" all his life. He felt it was time to start over.

With help, O'Neil was able to move his family with him, instead of leaving them behind while he got settled.

"I would have quit the Army if they had ever made it impossible to be with my sons for any amount of time. I swore I'd never leave them, and since I am their only parent they needed to know that," he said.

(Adapted from Panama Banner article.)

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times proves too much for one person to handle."

SSgt. Brenda Prescott, USAG, a recently divorced mother, agrees that two parents certainly do make a difference when it comes to raising children. But she hasn't experienced any military burdens in child rearing.

"It may be harder for me to discipline my child, now, because I left all that up to my husband," she said. "But these other similar matters confront all single parents, in the military or not."

"I've been around awhile and



Fort Gordon improves MWR fac.....

by Julie Glenn

FORT GORDON, Ga.—The Army's increased awareness of the soldier's quality of life has prompted major efforts to improve the facilities of morale, welfare, and recreation and other community life programs.

Before 1981, MWR facilities were unable to provide capital for funding construction; therefore, buildings in disrepair could not be replaced. Millions of non-appropriated funds were spent on maintenance, primarily to reduce energy costs and provide for safety.

The MWR Review Committee, formed in 1981, initiated a series of

"April's Month of Military Child"—Weinberger

WASHINGTON—Secretary of Defense Caspar W. Weinberger has proclaimed the month of April as the "Month of the Military Child."

In his proclamation to the Secretaries of the military services, he emphasized the importance of providing quality services and activities that contribute to the physical, social, emotional and intellectual aspects of children's development.

"We owe it to our children," he said, "(to) develop initiatives that will last not just for the month, but impact favorably for years to come, and to take actions (to) enhance existing programs."

The National association for the Education of Young Children has selected the week of April 7-13 as "The Week of the Young Child." (ARNEWS)

Wrong information

The Fort Rucker, Ala. employment information center opening pictured on page 43 of the Jan. 21, 1985 *Community and Family Sentinel* was incorrectly identified as the Redstone Arsenal one-stop center. The Redstone Arsenal one-stop employment information center is scheduled to open in May.

programs to allow installation MWR programs to become self-sufficient and able to fund major purchases and facility maintenance on their own.

According to **Will Williams**, Deputy Director of Personnel and Community Activities, Fort Gordon hosts several self-supporting MWR facilities.

"Basically, all our facilities have to pay their own way and generate a profit," Williams said, "This in turn pays for new equipment or improvements on the facilities."

Not all facilities are built with profits made by other MWR facilities, according to Williams.

"Our sports programs, such as the bowling centers, golf courses and Clarks Hill Recreation Area, come under the physical fitness section and are paid for with appropriated funds," he said. "Our library and the one at Eisenhower Army Medical Center are also paid for with appropriated funds."

Williams said the recreational facilities generate income locally, based on certain guidelines.

Because the facilities are able to generate their own funds, upgrading is easier financially, making it possible to build more MWR facilities rather than simply repair existing ones.

"I think we have more to offer than a majority of installations," Williams said, "We're one of the few that have riding stables, a huge recreation area like Clarks Hill and an indoor pool that is utilized by a lot of our soldiers. Unlike most places, we've got two golf courses, a nine-hole course and an 18-hole course."

In addition to the Burger King restaurant currently under construction, a new child development center and plans for a souvenir shop, T-shirt shop and a book store on post, plans are being made to upgrade the Signal Museum.

"We've got a very aggressive program going in the upgrading of our museum" he said, "We plan to expand into another building, revamp the artifacts, increase display capability and catalog things better. A lot of our artifacts came from

Fort Monmouth, N.J., and had been kept in warehouses and were not properly displayed."

"We've gotten borrowed labor," Williams said, "But we were able to hire a professional curator, Ted Wise, who'll be working with the Communications and Electronics Leadership Department as far as Signal Corps History is concerned."

Williams believes, as many soldiers do, that MWR facilities make an installation a better environment to work in, because the facilities provide recreation at a considerably lower price.

"They also give an installation community-type environment," he added.

"We're always open and looking for new things," Williams said, "We send out surveys to find out what things people really want and those are the kind of programs we try to develop."

(Glenn is a staff writer for the Fort Gordon, Ga. Public Affairs Office. Adapted from Fort Gordon Post Signal article.)

Community and Family Sentinel

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Community & Family Sentinel is a bi-monthly publication for Army professionals managing morale, welfare and recreation activities. The views and opinions expressed are not necessarily those of the Department of the Army or the U.S. Army Community and Family Support Center. Use of funds for printing of this publication has been approved by the Secretary of the Army on 1 December 83 in accordance with the provisions of AR 310-1.

Community & Family Sentinel is published by the photo offset method, and mailed 3rd class bulk.

Address correspondence to Editor, *Community and Family Sentinel*, HODA(DACF-ZXI), Alexandria, Va. 22331-0504. (202) 325-6759. AUTOVON 221-6759.